

# Sales Management

THE MAGAZINE OF MARKETING

## WHY BABBITT IS PROUD TO SELL FOR PRIVATE LABELING

Page 35



### ALSO IN THIS ISSUE

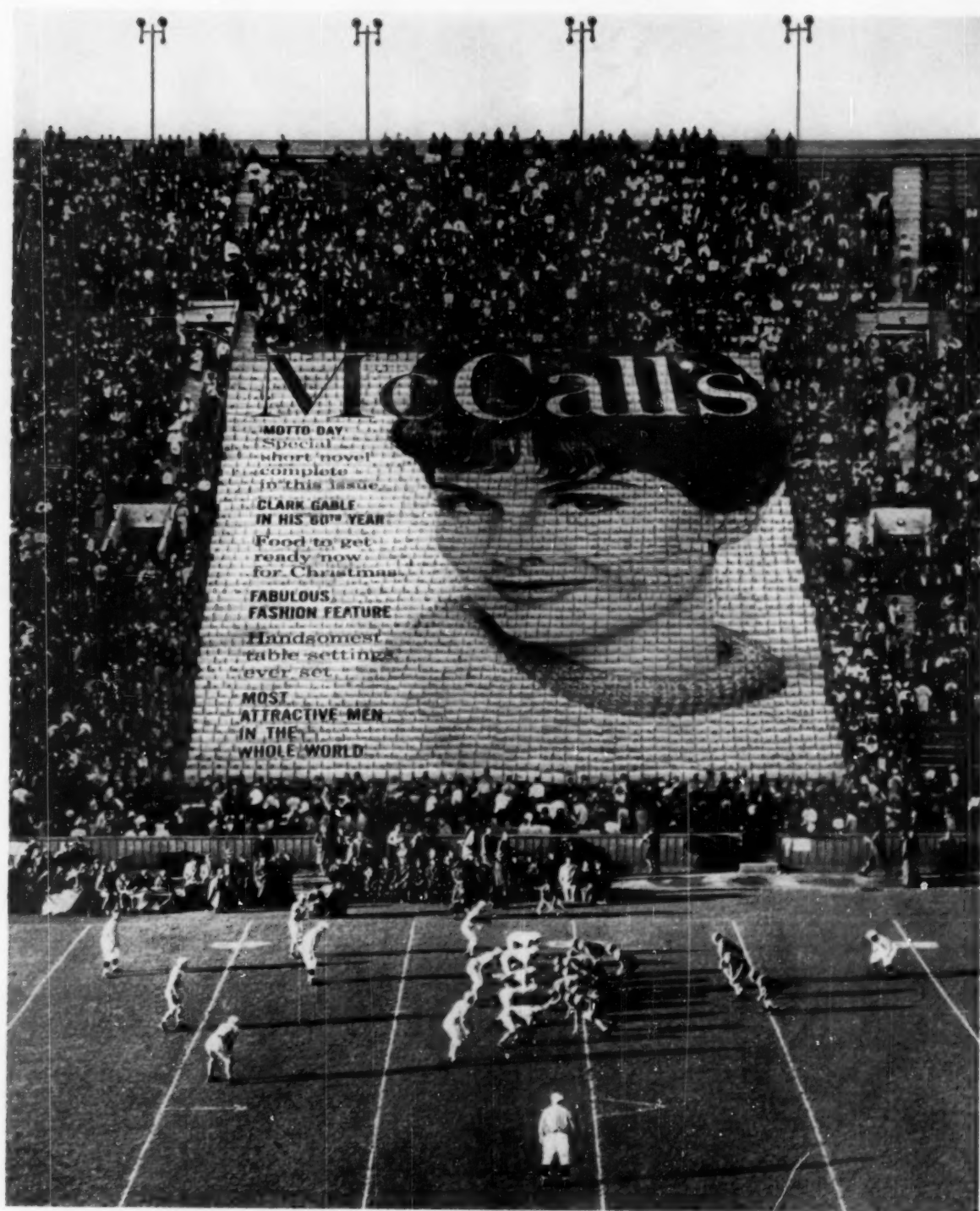
Why Friden Pays  
"Commissions Only"

A Simplified Approach  
To Charting Sales Functions

Take the Sacred Cows  
Out of Sales Forecasting

Should Your Son  
Go into Selling?

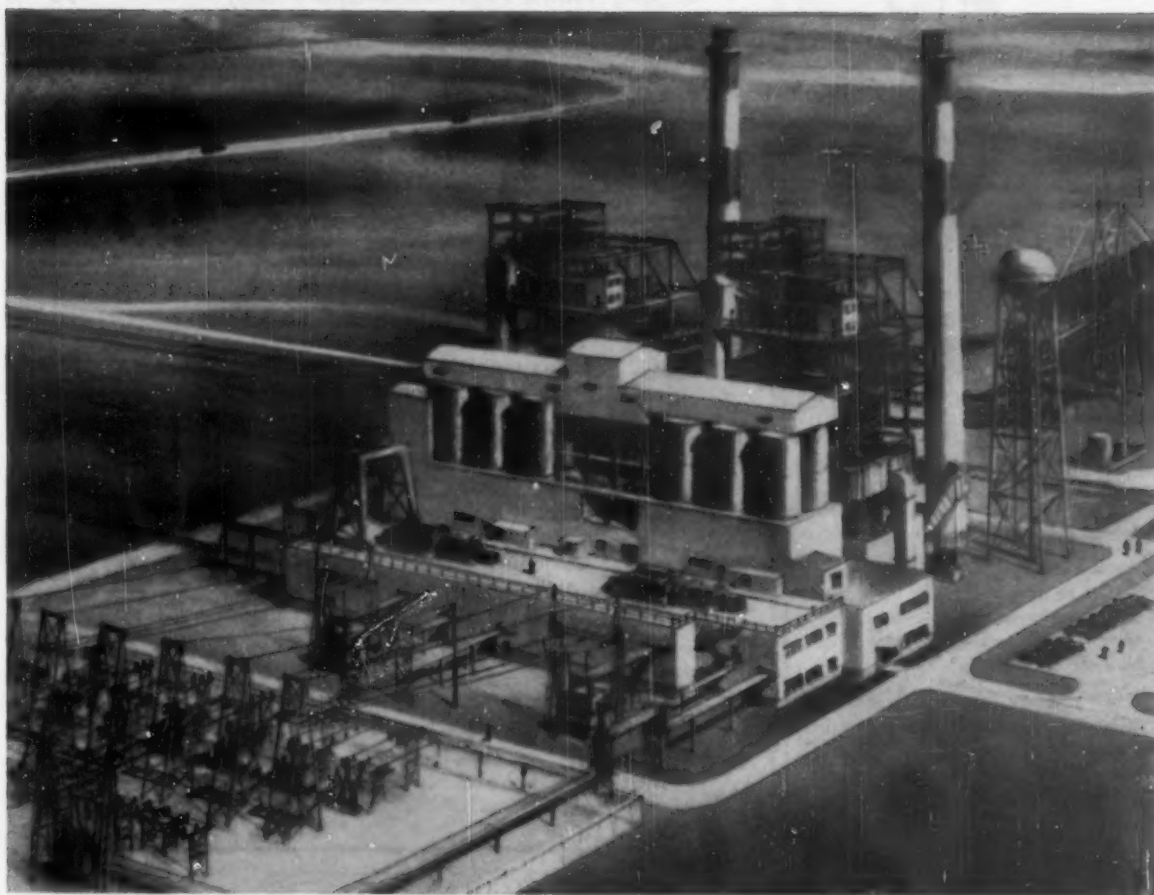
Part III  
FOOD PACKAGES  
As Housewives See Them



**Leading Ground Gainer in the Big Ten.** Among the top ten magazines in circulation, McCall's rolled up the biggest nine month advertising page gain: 228 pages. Other big gainers: Look with 123, Saturday Evening Post, 78, and Everywoman's-Family Circle up 39. Extra points: in the same nine month period, McCall's ran the highest number of ad pages per issue of any major magazine. No. 1 in the women's field, and moving in to conquer new fields, is **M-c-C-A-L-L's:**  
FIRST MAGAZINE FOR WOMEN

SOURCE: P. I. B.

Half of this power plant is still  
being built. It will contain  
\$1,234,000 worth of piping and valves.



Whose piping and valves are they reading  
about in POWER ENGINEERING?

# Sales Management

THE MAGAZINE OF MARKETING

November 18, 1960

CONTENTS

Vol. 85, No. 13

## PART 1 OF TWO PARTS



### IN WORDS OF ONE SYLLABLE...

A man who pays to get a thing, as a rule, wants it.

Or needs it. Or both.

This is true for things men read—as well as things they eat or wear. Which is why we think it makes sense to look for the ABP sign in the books in which you plan to run your ads.

For the ABP sign in a book means it goes to men who *want* it. It is a sign they have paid to get it. And with some of them—a lot of them, in fact—it is a sign they *need* it.

When you pay for space to talk to men who can buy what you have to sell, it's a good thing to keep this in mind. For if they *want* the book in which you run your ad, there is a good chance they will see it and read it. And if they *need* the book in their jobs, the chance is more than just good. It's what we used to call a lead pipe cinch.

When you buy space to talk to men you want to sell, buy it in the books *they buy*—books that are proud to stand a plain old test of worth: cash. You can spot them through this sign:



The plus value of paid circulation is "wantedness"

#### Communications

- Sales Orders Bounced off a Satellite! 51

#### Compensation

- Why Friden Pays 'Commissions Only' 99

#### Distribution

- Out Go the Distributors—and Up Go the Sales  
(Marine Products Div., McCulloch Corp.) 65

#### Leadership

- The Gentleman Truckster at White 60

#### Marketing Strategy

- Divco-Wayne: A Royal Feast from the  
Competition's Crumbs 110  
Why Babbitt Is Proud to Sell for Private Labeling 35

#### Packaging

- 'The Packages We Like; the Ones We Don't'  
(Food Packages as Housewives See Them) 38

#### Personal

- Should Your Son Go into Selling? 92

#### Procedures

- A Simplified Approach to Charting Sales  
Functions (Precision Steel Warehouse) 78

#### Sales Forecasting

- How to Really Sharpen Industrial Sales Forecasts 69

#### Sales Planning

- Marketers Take a New Look at Growth 17

#### REPRINTS AVAILABLE

### FOOD PACKAGES as housewives see them

The entire three part series is now available in one easy-to-keep form, bound together as a 24-page booklet. Price is \$1.00. For copies write: Readers' Service, Sales Management, 630 Third Ave., New York 17, N. Y.

Sales Management



## HIGHLIGHTS

### 'WE PROPOSE TO MEET THE DEMAND . . .'

In marked contrast to the secrecy with which most national brand manufacturers treat private-labeling activities, B. T. Babbitt goes after the business actively, unashamedly—because consumers demand it, and there's money to be made. . . .

Page 35

### HOMEMAKERS NAME NAMES

The third and final part of SM's packaging study: Housewives get down to specifics, name the particular packages that please or infuriate them—as well as the brands or products involved.

Page 38

### 'FRILL' CAN BE PRIME MARKETING TOOL

Underestimated . . . misunderstood . . . and all too often poorly developed, the industrial sales forecast can today be one of the marketer's most valuable tools. Here's how representative companies put it to work in five different industries.

Page 69


### INCENTIVE VS. SECURITY

The company that seems to cash in on bucking the trend does it even in the basic area of salesman compensation. While others rely more and more on salary and bonus plans, Friden challenges salesmen, blows up sales with "commissions only."

Page 99

## DEPARTMENTS AND SERVICES

Advertisers' Index	121	Marketing Newsletter	57
Dynamarketer	60	Marketing on the Move	22
From the Editor's Side Pocket	7	Scratch Pad	122
Human Side	12	Significant Trends	17
Letters	29	They're in the News	32



**A** reflection of your good taste and judgment, they have the look of quality, the aura of prestige. That's why Stebco Business Cases are a prized possession of business and professional men. A lasting gift that will be remembered and appreciated even at Christmas, 1970!

Your favorite Office Supply Store, Luggage or Department Store will be glad to show you a wide choice of Business Case Gift ideas in Stebco's exclusive TUFIDE and choicest Top Grain Cowhides. Popular executive colors.

For further information and nearest dealer write to:

**Stebco PRODUCTS**  
Chicago 7, Ill.

# This is a Green-eyed Brand-switcher



***A bird in the hand  
is still worth  
you-know-what***

... it *still* costs less to keep a customer *sold* than to sell a new one.

Let us show you how to keep your customers sold—how to build business that repeats *and repeats*—with your own *customer engineered* premium plan.

Cost? You decide that. You pay for your individually-tailored premium service plan *after* you profit from it. Not before. Let us tell you more.

Write, wire or phone *collect*—ATlas 8-9315. Dept. S-11.

**The  
Premium  
Service Co. Inc.**  
Founded 1897

SUBSIDIARY OF  
THE CURTIS PUBLISHING COMPANY

195 North St., Teterboro, N.J.

## Sales Management

Executive Offices: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

### EDITORIAL STAFF

Publisher and Editor, Philip Salisbury. Executive Editor, Robert Nicholson. Senior Editor, Lawrence M. Hughes. Associate Managing Editors, Kenneth P. Partch, James G. Plunkett.

Special Features Editor, Harry Woodward. Senior Associate Editor, Alice B. Ecke. Associate Editor, Kenneth M. Reiss. Assistant Editor, Charles J. Sirey, Jr. Midwest Editor (Chicago), Robert A. Kelly. Manager Washington Office (1224 National Press Bldg.), Bert Mills. Art Director, Rich Life. Copy Editor, Phyllis B. Daignault. Editorial Assistants, Joan Meinhardt, Mary E. Spence, Grace Bigger, Judy Maroff.

### EDITORIAL RESEARCH

Director, Dr. Jay M. Gould. Associate Director, Alfred Hong. Consulting Economist, Peter B. B. Andrews.

### EDITORIAL PRODUCTION

Manager, T. Robert O'Brien. Assistant Manager, Alice Harris. General Manager Service Issues, C. A. Anderson.

### READERS' SERVICE BUREAU

Manager, H. M. Howard. Research Librarian, Barbara Gordon.

### SUBSCRIPTIONS

Director of Circulation, R. E. Smallwood. Assistant Director, John S. Fragale. Subscription Manager, C. V. Kohl.

U. S. and Canada \$10 a year • Foreign \$15

### ADVERTISING SALES

Offices and personnel listed in Advertisers' Index.

### OFFICERS

Chairman of the Board, Philip Salisbury. President, John W. Hartman. Executive Vice President, Randy Brown. Associate Publisher and Senior Vice President, C. E. Lovejoy, Jr. Vice President Editorial, John H. Caldwell. Senior Vice President and Director of Circulation, R. E. Smallwood. Senior Vice Presidents and Division Managers, W. E. Dunsby, Wm. McClenaghan, W. J. Carmichael.



Bill Brothers Publications in MARKETING (in addition to Sales Management): Sales Meetings, Premium Practice. INDUSTRIAL: Rubber World, Plastics Technology. MERCHANDISING: Fast Food, Modern Floor Coverings and Modern Tire Dealer.



Audit  
Bureau  
of  
Circulations



Associated  
Business  
Publications



National  
Business  
Publications

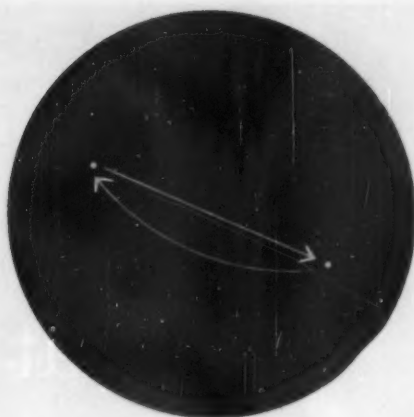


Magazine  
Publishers  
Association

SALES MANAGEMENT is published the first and third Friday of every month except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Second-class postage paid at East Stroudsburg, Pa. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y.

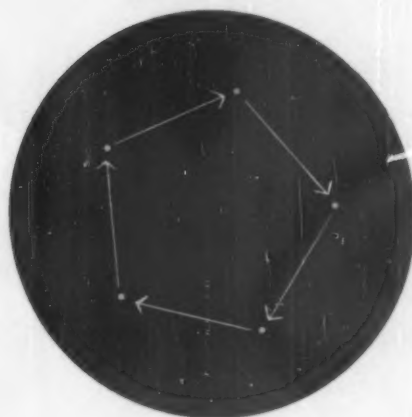
SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa. Walnut 3-1788; Philip Harrison, Publisher; Robert Latwin, Editor.

Copyright, Sales Management, Inc., 1960



**Single Show Displays**—North American picks up your display, gets it to the show on time ... giving your personnel plenty of time to get ready for the crowds. When the show's over, we return it to your plant.

**Short Term Series**—You give us your schedule ... we pick up the display and make all time and travel arrangements—storing between shows if necessary—and then return the display to your plant.



## Which of these Display Shipping Services will give you lowest cost per exposure?



**Long Term Series**—We assign driver and van (as many as needed to exclusively handle your display), and pre-arrange all time and travel arrangements. This service is available nationally or internationally.

When you invest in a display—exposure is what you want for the payoff. North American Van Lines has assisted many firms in developing display itineraries, both in the U. S. and abroad. This "mobile merchandising" brings your sales story to your customers when and where your plans require. Just design your display and pick your spots, and North American's display service will give you a new dimension in promotion planning.

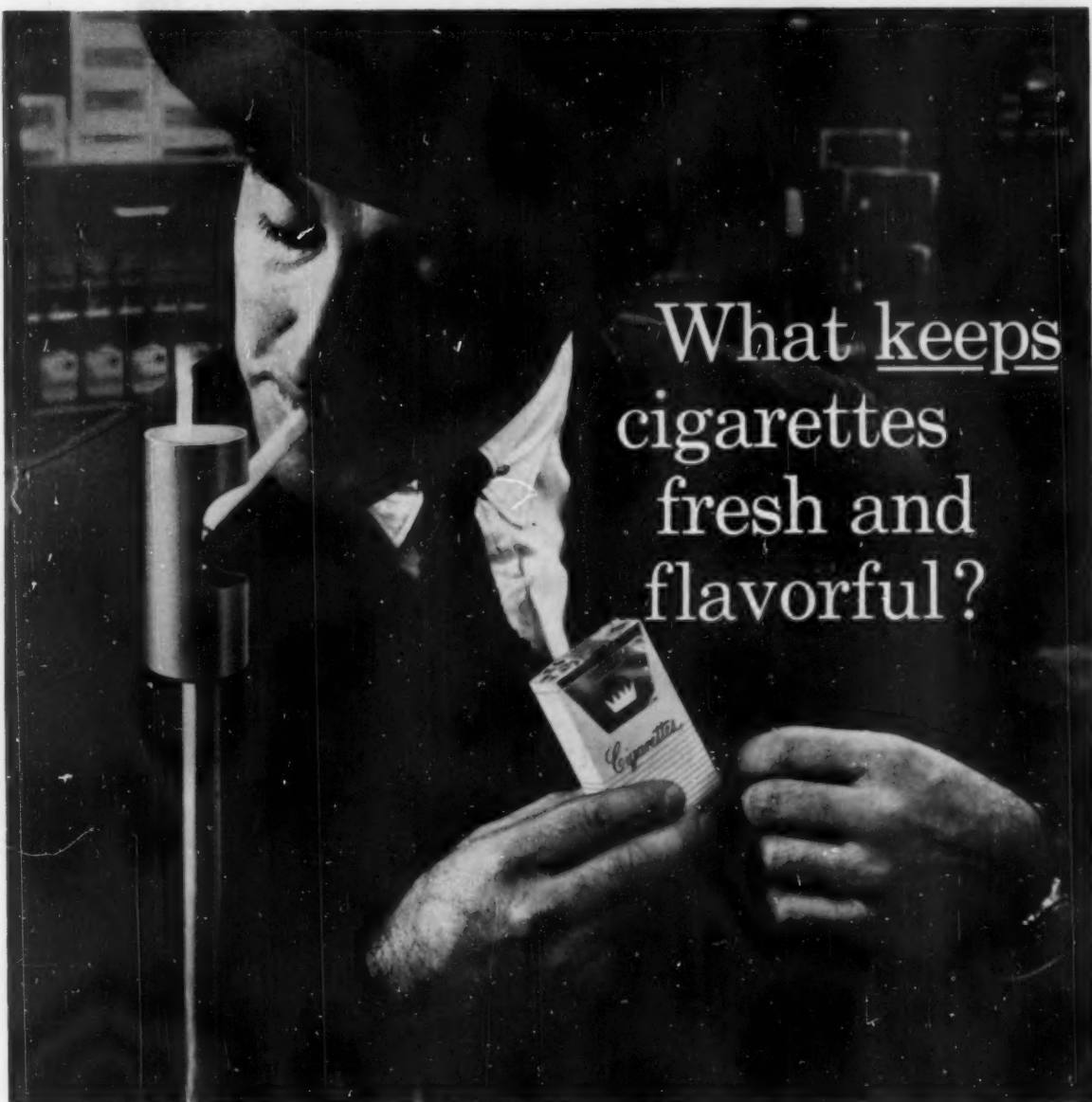
Ask your traffic manager, your local North American agent or write our World Headquarters in Fort Wayne for complete details.

**NORTH AMERICAN VAN LINES**  
WORLD WIDE MOVERS



Dept. 24-4, Fort Wayne, Indiana





What keeps  
cigarettes  
fresh and  
flavorful?

# AVISCO® CELLOPHANE

**HERE'S WHY:** (1) Cellophane actually locks in flavor and aroma. (2) It seals consistently and securely—prevents escape of flavor and aroma at the sealed edges. (3) It provides the moisture control required to maintain freshness. And it's the only packaging film offering this unique combination of qualities at low cost.

What's more, cellophane is unmatched for sales-building transparency and sparkle. If freshness and flavor retention are essential in selling your product, choose Avisco cellophane, plain or printed. Phone or write for an appointment with our representative or a selected cellophane converter specializing in your field.

**AMERICAN VISCOSE CORPORATION**, FILM DIVISION, 1617 PENNSYLVANIA BLVD., PHILADELPHIA 3, PA.  
SALES OFFICES ALSO LOCATED IN ATLANTA, BOSTON, CHICAGO, DALLAS, LOS ANGELES AND NEW YORK





## **When You Knew They Had Lost**

What week was it when you felt sure you knew which party would emerge victorious? Wasn't it as early as the last half of October that it became apparent one party was breaking too many sound rules of selling?

Failing to single out just a few major talking points and concentrating on those? Reacting to the competitor instead of forcing the action? Failing to interpret and popularize product changes (in image of party leadership and in platform promises)? Dwelling too much on past glories? Over-talking? Over-exposure? Me-tooism?

## **Dramatizing the Change**

One of the really aggressive, and consistently successful, railroads is the Southern. Oh yes, they have grown with the South, but much of their success has come from wooing Northern industrialists to put up plants in their area.

This fall they capitalized on new population census figures and the election, with spreads headed: "Here is a Real vote of confidence," followed by copy stating that during the decade the population INCREASE in the 13 states served by the Southern has been greater than the TOTAL POPULATION of the following 14 states: North and South Dakota, Montana, Idaho, Wyoming, Delaware, Utah, Nevada, Maine, New Mexico, Vermont, New Hampshire, Alaska, Hawaii.

## **What Advertising Can't Do**

But neither the Southern Railway System nor any other advertiser (mail order excepted to some extent) can do it all with advertising. Last month Marion Harper, Jr., head of McCann-Erickson, Inc., told Bureau of Advertising ANPA members: "Certain results are outside the power of advertising, not only when it is 'creative enough' but even when it is 'effective enough' — and effective is the more relevant word.

"Advertising, for example, cannot produce a desirable product; it cannot establish an optimum price; it cannot sell the best retail outlets; it cannot provide a convenient salable package; it cannot put the product in the best shelf position; it cannot negotiate the best sales terms; it cannot maintain inventory; it cannot negotiate installment terms; it cannot train a sales force; it cannot report on the product or on its own performance in the market.

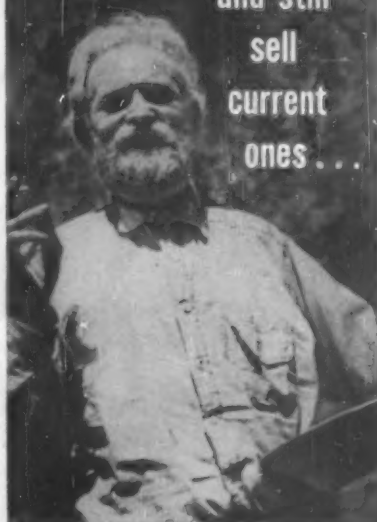
"Advertising can influence some of these activities, but it cannot cancel their failures. If they're defective they'll constitute a roadblock to sales."

## **The Non-Conformist Foreigners**

It may be anybody's guess as to whether our prestige has suffered abroad, but there can be no questioning the fact that the prestige of foreign marketers has vastly increased in this country. Examples: British sports cars, Volkswagens from Germany, Sony radios from Japan, Olivetti office machines from Italy. Such high-spotting is unfair to many other countries and brands, but we're only trying to make a point that in most cases the foreigners have competed not on price but on individuality and/or beauty of design. They haven't been followers; they have been leaders.

Outstanding in many respects is the Olivetti Corp. whose headquarters are in Ivrea, a small city at the foot of the Alps. This year, as you know, it became dominant in the affairs of the Underwood Corp. Olivetti employs no advertising agency to perform creative

How you can  
"prospect" for  
new markets  
and still  
sell  
current  
ones...



... it's as easy and productive as panning in Fort Knox! Put your product story before the readers of **INDUSTRIAL EQUIPMENT NEWS**. There are nearly 80,000 of them... important, multi-functional executives from all phases of U.S. industry... from more than 40,000 plants representing more than 4/5ths of the gross national product!

With circulation like this — an exclusive circulation built on Thomas Register's continuing census of U.S. business and businessmen — you reach all U.S. markets for your products, including the ones you now sell and hope to sell in the future.

You owe it to yourself to get all the facts on this exciting, resultful medium — and you can: just ask for our latest Media Data File.



good for selling  
... because it's  
used for  
buying!

**BPA**

**NBP**

**INDUSTRIAL EQUIPMENT NEWS**

461 Eighth Avenue, New York 1, N. Y.

Thomas Publishing Company  
Affiliated with Thomas Register

## Something Missing



... like **California** without the  
Billion-Dollar  
Valley of the Bees

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



- Actually, total effective buying income of more than \$3½ billion
- Twenty-seven booming Counties with greater food sales than each of 25 States

If you are advertising in California remember that the great inland Valley of this State is a

separate market with its own area newspapers. **THE THREE BEES.** Nothing in print sells inland Valley families like The Fresno, Modesto and Sacramento Bees . . . edited for local interest . . . potent for local sales.

Data Source: Sales Management's 1960 Copyrighted Survey

## McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

Three types of discounts: McClatchy gives national advertisers discounts on bulk . . . frequency . . . or combined bulk-frequency. Check O'Mara & Ormsbee for details.

functions; it has no office for public relations. Its late president is quoted as having said: "From porter to president we are all public relations men, for we all constitute the public face of the company."

A vice president, speaking the other day before a group of industrial designers, said: "People are the important factor [with us]. By nature and by inclination, but certainly not by definite instruction, we are not 'organization men.' Large as our company is, it still manages to place the greatest value on the individual rather than on his function, on the ability of the individual to adjust to changing situations and even to radical shifts in duties rather than on a preconceived program which so often makes for rigid organizational schemes. We recognize and respect organizational requirements, but we are not obsessed by them."

### What Competition Hath Wrought!

We were speaking an issue or so back about the railroads and how their executives may have been to some considerable extent responsible for their current plight through thinking of themselves as being in the railroad business, when in fact they were in the transportation business.

In somewhat the same fashion, consumer magazines and daily newspapers first let radio and then television steal a march by sticking to their conventional rate cards, in which "incentive" was conspicuous by its absence. But now their owners realize that their real business is not magazines or newspapers, but communications, and that they must meet competitive offers. So now we find frequency discounts, bulk discounts, regional editions, split-runs, and the like. Most recently in the newspaper field we have one-order buys of groups homogeneous as to size or location—the Million Market Group the Georgia Group and now the Texas Group.

And when some of those Texas publishers get together for cooperation rather than mayhem, it's news. The Texas Group calls itself the nation's largest newspaper advertising package, offering space on a one-order-one-bill basis, with a "revolutionary" new bulk and/or frequency discount structure. Discounts go as high as 20%.

The papers and cities involved are Beaumont Enterprise & Journal, Fort Worth Star-Telegram, Houston Chronicle, Dallas Times Herald, San Antonio Express & News. The Corpus Christi Caller-Times is an optional buy. The group is being represented by the Branham Co. The Metropolitan Areas involved contain more than 4 million people and, united, would rank fifth in the nation, smaller only than New York, Los Angeles, Chicago and Philadelphia.

Likewise many individual newspapers are adjusting their discounts to what the advertiser finds most attractive (and/or which he can obtain from media in competitive fields). The Los Angeles Times, starting in January, will offer a national frequency and volume discount for its advertisers on a 26-week contract, described by Robert D. Nelson, the paper's marketing manager, as "one of the most flexible of all media discount structures . . . permits the advertiser to vary ad size and frequency so that he can coordinate his sales efforts and provide media support when it is needed most . . . [for] model changes, introduction of new products, seasonal demands." Discounts range from 2 to 15%.

And in St. Louis the Globe-Democrat has embraced the Continuity Impact Discount plan (sired in Louisville), expanding from a flat rate to a staggered volume rate and from no discount on frequency to a generous one.

Less and less are you going to hear, "our business is different."

*Phil Salisbury*

THE 1961 SCHEDULE OF

# Hospitals,

JOURNAL OF THE  
AMERICAN HOSPITAL ASSOCIATION

## Special Issues

MARCH 1  
PLANNING AND  
CONSTRUCTION ISSUE

APRIL 16  
ADMINISTRATIVE  
REVIEWS ISSUE

JULY 1  
SMALLER HOSPITALS  
ISSUE

AUGUST 1  
GUIDE ISSUE

AUGUST 16  
CONVENTION PROGRAM  
ISSUE

OCTOBER 1  
CONVENTION REPORT  
ISSUE

Please send me the following sample copies of HOSPITALS' Special Issues and the Forecast Sheet for 1961.

- ☐ Planning and Construction Issue
- ☐ Administrative Reviews Issue
- ☐ Smaller Hospitals Issue
- ☐ Guide Issue
- ☐ Convention Program Issue
- ☐ Convention Report Issue

Name \_\_\_\_\_ Title \_\_\_\_\_

Company \_\_\_\_\_

Principal Product \_\_\_\_\_


Street \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

# Hospitals,


JOURNAL OF THE AMERICAN  
HOSPITAL ASSOCIATION

840 North Lake Shore Drive, Chicago 11

A dark, grainy, black and white photograph of a television set. The screen is mostly black, with a single, small, bright white pixel in the center. The television's frame and some internal components are visible in the lower right corner.

From sign on to sign off during the past 12 months the programs that came before our cameras attracted the biggest audiences in all





The Long View

television . . . as they have consistently done over the past five years . . . and as they show every promise of doing throughout this season.

Source: Nielsen Television Index

## The Winner! — By a Cough Drop



**TRADE**

The Presidential Sweepstakes have been run and now those politicians who didn't take advantage of Smith Brothers' largesse can nurse their sore throats back to health. The others, Smith hopes, are in good voice and even, perhaps, constituents of the venerable cough drop company up the Hudson at Poughkeepsie.

For, as during each campaign—local or national—during Smith's 113-year span, the firm whose bearded brother founders are known to most people simply as "Trade" and "Mark," continued an old tradition of non-partisan friendship. Smith sent samples of its products to all members of both Houses of Congress, to most Governors (names of these, surprisingly, were a mite hard to come by since neither political party maintains a home-address list in Washington), and to both Messrs. Kennedy and Nixon. And, of course, Messrs. Johnson and Lodge.

The tradition was born with "Trade" Smith who was noted for his dedicated salesmanship—even at the Presidential level. Smith Brothers still preserves his report of a White House visit during President Taft's term. As the President shook hands, in farewell to Trade, he got a little memento. Taft found he'd been left with—you guessed it—a cough drop sample. Smith's president, R. N. Hustis, assures us that Trade had a bipartisan regard for throats. He pulled the same trick on Democratic incumbents.

But back to the recent elections: We're told by Smith's advertising

manager, Robert L. Sabin, that his company's sampling operation was probably the highest-level of its type. To make sure that its cough drops didn't fall into the hands of office boys or secretaries, Smith managed to get the home addresses of these top-level politicians. And it mailed its sample wares direct to the man's (and, in cases where a female was the candidate, to the woman's) home. With the sample went a letter, signed by Hustis.

It read, in part: "In the past, it was the custom of the famous bearded brothers, 'Trade' and 'Mark,' to send gifts of our product to leading candidates during political campaigns.

"We are most happy to forward to you, under separate cover, a quantity of Smith Brothers cough drops. We hope they will keep you in good voice during the campaign. Should you want additional quantities, either for yourself or for others on your ticket, you have only to ask for them. This offer is good both before and after election.

"Naturally, we will not use your name in any way but we hope that the benefits of our product will be so great that you will want to use ours.

"Best wishes from Trade and Mark."

► If Trade and Mark sent their wishes it was from six feet down. Both gentlemen went to their reward years ago. But Hustis feels that somewhere they must be nodding approval at this post-mortem greeting.

Smith, naturally, hoped the gift would be well received by the various recipients. But it was unprepared for the response. Sabin says that roughly 75% of the candidates wrote thank-you letters. Many asked for additional samples (this was a talky campaign everywhere). One candidate made an inquiry as to the cost of a large quantity of the company's sample-size packages so that he could paste his name on one side of the box and pass them out to constituents who came down with sympathetic sore throats.

One western senator wrote: "I think this is a very clever idea and I applaud your ingenuity. I add that, with the campaign schedule I am



**MARK**

presently keeping, a cough drop should prove of great value!"

A southern incumbent, rasping for his political life, had this to say: "Thank you for the nice letter and the small box of your excellent product. I know you are not asking for testimonials but may I say I have used Smith Brothers cough drops since I was a boy and have always found I was real pleased with the results."

Another letter, from a campaign manager, made a request:

"In your letter you say, should we want additional quantities we have only to ask for more of your famous cough drops. Since we, here at campaign headquarters, are working long hours and talk to many people during the day, I personally take the liberty to humbly ask for more Smith Brothers cough drops for both my candidate and my staff."

Smith promptly forwarded a generous supply.

The company particularly liked the note from a runner in the senatorial race who said: "I trust your product will keep me vocal on the platform—and silent in the audience!"

Smith's President Hustis was raised, company-wise, on the story of William W. Smith—better-known as Trade—who once ran for Mayor of Poughkeepsie on the Prohibition ticket. His adversary was a local brewer.

Hustis shakes his head sadly when he tells you that a whisky tenor won out over a cough drop baritone. ♦

# SPECIALIST IN SPOTS



**R. D. WILLIAMS**  
KOB-TV, Albuquerque

**DON ELLIOT HEALD**  
WSB-TV, Atlanta

**ARTHUR M. MORTENSEN**  
KERO-TV, Bakersfield

**WILLIS K. FRIERT**  
WBAL-TV, Baltimore

**EDWIN W. PFEIFFER**  
WGR-TV, Buffalo

**BEN BERENTSON**  
WGN-TV, Chicago

**DICK DRUMMY, JR.**  
WFAA-TV, Dallas

**TOM MATTHEWS**  
WNEM-TV, Flint-Day City

**JACK McGREW**  
KPRC-TV, Houston

**E. MANNE RUSSO**  
WDAF-TV, Kansas City

**LEE BRYANT**  
KARK-TV, Little Rock

**AMOS T. BARON**  
KCOP-TV, Los Angeles

**BOB HANNA**  
WPST-TV, Miami

**RICHARD FOERSTER**  
WISN-TV, Milwaukee

**JAMES E. BLAKE**  
KSTP-TV, Minneapolis-St. Paul

**HI BRAMHAM**  
WSM-TV, Nashville

**BENNET H. KORN**  
WNEW-TV, New York

**KARL R. NELSON**  
WTAR-TV, Norfolk-Newport News

**R. J. DELIEN**  
KWTU, Oklahoma City

**BILL HUGHES**  
KMTV, Omaha

**DONALD TYKESON**  
KPTV, Portland

**EDWARD BOGHOSIAN**  
WJAR-TV, Providence

**MIKE THOMPSON**  
WTVD, Raleigh-Durham

**JOHN W. KENNEDY, JR.**  
WROC-TV, Rochester

**ROBERT E. KELLY**  
KCRA-TV, Sacramento

**EDWARD V. CHEVIOT**  
WOAI-TV, San Antonio

**BILL FOX**  
KFMB-TV, San Diego

**MALCOLM W. DALE**  
WNEP-TV, Scranton-Wilkes Barre

**ROBERT H. TEMPLE**  
KREM-TV, Spokane

The sky's the limit for your sales when you use Spot TV. These station executives have up-to-the minute facts on local viewing conditions and habits. And they offer local TV services and facilities that cannot be duplicated on the national level.

Call these men for advice and assistance. When you deal with specialists in the medium, nothing can match the effectiveness of Spot TV.

## PETRY TV OFFICES AND MANAGERS

New York	Martin Niernm	Dallas	Bob Miller
Chicago	Louis A. Smith	Detroit	Bruce C. Moyer
Atlanta	Richard Hughes	Los Angeles	Bill Larimer
Boston	William D. Walsh	San Francisco	George Ledell
St. Louis	Fred Johnson		

Television Division

# Edward Petry & Co., Inc.

The Original Station Representative

NEW YORK • CHICAGO • ATLANTA • BOSTON • DALLAS • DETROIT • LOS ANGELES • SAN FRANCISCO • ST. LOUIS

**Speaking of Sales-Winning Packages**  
**...LOOK WHAT PLASTICS CAN DO!**







**T**ake blow-molded high-density polyethylene bottles for liquid detergents, for example. Or automatically overwrapped bread in polyethylene film.

These new plastic packages tell success stories familiar to grocery product sales managers everywhere. And, they're only two of a host of packages made from BAKELITE Brand plastics that have helped increase sales appeal and improve product protection—at lower cost. Plastics that include not only polyethylene for film, coatings, and molded and extruded containers, but styrenes, vinyls and phenolics, for every familiar packaging form. These BAKELITE Brand plastics offer you chemical, physical, merchandising, and economic qualities

that have made them the most sought-after plastics in the packaging field.

If sales-winning packaging is your goal, and your plans include film, coatings, molded and extruded containers, or thermoformed packages, contact your plastic packaging supplier or write Dept. GH-130, Union Carbide Plastics Company, Division of Union Carbide Corporation, 270 Park Avenue, New York 17, N. Y. In Canada: Bakelite Division, Union Carbide Canada Limited, Toronto 12.

BAKELITE and UNION CARBIDE  
are registered trade marks of  
Union Carbide Corporation.





## How air freight has changed the sales picture

The "Arrow Collar" man of yesterday has changed to the "Arrow Shirt" man of today. Similarly, old fashioned methods of distribution have changed to keep pace with today's merchandising needs.

For example, the high spots in shirt sales are in the summer, at Easter, and at Christmas. Getting merchandise to retail outlets to take advantage of these peak sales periods is a problem in distribution and inventory.

Arrow® shirts are made in Troy, N. Y., and Shamokin, Pa., and are shipped by Emery Air Freight from these plants to fourteen distribution centers throughout the country.

"Emery enables us to add extra days to our

Christmas selling season," said Mr. Robert B. Clark, Sales Promotion Manager of Cluett, Peabody & Co., Inc.

"As an example, we start shipping shirts at the beginning of December for Christmas sales. Because of the speed of air freight, we continue to make deliveries right up to December 22nd. This means added profits at a peak sales period."

Businesses, large and small, can use Emery profitably in their sales and marketing programs. To find out how Emery can help you, call your local Emery representative today. Write for idea-packed booklet: "6 New Ways to Promote Your Products by Air Freight."



# EMERY AIR FREIGHT

801 Second Avenue, New York 17, N. Y.

"EMERY—Worldwide Blue Ribbon Service"

## Marketers Take a New Look at Growth

Is marketing trying to whip a dead horse? Is it attempting to get extra mileage out of marketing methods which have lost much of their value as growth stimulators? An increasing number of observers are beginning to think so.

Although many experts have attributed the current lack of spark in business to the "watch and wait" attitude that is so prevalent among executives—watch and wait to see what the new administration does, watch and wait to see what the Russians do, watch and wait to see if there is a recession—there is growing sentiment that the causes of the business slowdown lie deeper.

Many feel, rather, that the big boom (with its atmosphere so conducive to growth) is dying a natural death. They point out that throughout the history of what might be called modern business there has been a very constant pattern: after every war of any decent size, a relatively long boom. After every postwar boom, a major bust—called panic, crisis or depression. After the bust, a period of good-but-not-so-spectacular growth. Could it be that this time, with a high level of defense spending and bushels of Government safeguards, we have managed to skip the depression step—and are now entering directly into the post-boom growth period? It's entirely possible, if not probable.

For one thing, the boom that marketing has been experiencing shows many unmistakable signs of old age. Although sales remain high when inflation and growth in market size are discounted it is plain that levels of consumption are lower in many industries than they were at the height of the boom. And, in spite of high sales, profits are almost universally being squeezed out of sight—a clear indication that more has to be poured into every unit sold. Then, too, the periods of not-so-hot business are growing more frequent, while

the "boomlets" in between are becoming shorter and less spectacular. After all, 1959, good as it was, was supposed to be just a warm-up for 1960, when things would really get rolling.

If this conclusion is the correct one, there is nothing bleak or depressing about it. **Business can—and must—continue to grow.** But the ways and means of growing must change. Up till now, the basis for growth has been something of a "cream skimming" technique. If the cream has become too thin, the tactics must be changed. It's not that what has gone before was bad or wrong, it's just that circumstances may have quietly made it obsolete.

Of course, there should be no attempt to apply this thinking to all companies in all industries. As with any other development, it hits different places at different times, and probably misses some entirely. But no matter what the circumstances, a new look at growth is worth the effort.

There are two prime examples of marketing techniques that work well in boom times and often fall flat under more "normal" growth conditions. They are the attitudes toward products and markets.

### **Products Grow and Grow**

One marked tendency has been to increase the number of products manufactured by a company. Many have done this by bringing out greater numbers of similar products that compete with each other in an effort to enlarge and widen market appeal. The classic example is in the automobile field. In a mere five years the major auto makers have inflated the number of makes on the market by nearly two-thirds. Most of these new cars overlap existing models in price. But there is yet to be a sales year as good as 1955. Other industries have chosen to grow by expanding into as



many different fields as possible, with the net result that there are more competitors dividing up each marketing pie, although that pie is often only slightly larger than it was before.

Markets show the same trend. Companies scurried to achieve national distribution, often at a time when penetration was slight in most regions. And many began marketing overseas in an effort to get at some of that cream, although they had by no means begun to skim here at home.

Again, these techniques worked fine while the cream was thick. But the marketer who relies on them to carry him to his higher goals for 1985 may be in for something of a **rude awakening**.

Let's take another look at products. When the cream thins out — when people begin saving at unprecedented rates instead of embarking on starry-eyed spending sprees, and when the market begins to be sliced a little too thinly, a stableful of competitive products becomes **unbearably expensive**. Each individual product means (1) extra-heavy introductory promotion, followed by (2) individually maintained sustaining promotion, both added to the extra costs of separate manufacturing and distributing. This is exceedingly **uneconomical** — when it can no longer be supported (or justified) by a free-swinging period of great growth.

Essentially the same thing is true of those companies that expanded rapidly into a variety of different fields. It was sweet when the boom prevailed, but profits slim down to nothing when it becomes apparent that **full effort** and **expert marketing** are needed to survive in the post-boom market.

So products will be coming in for a big re-evaluation. "Trim down" seems to be the answer. Companies are finding it necessary to forget about the so-called "**loss of face**" that might accompany dropping products . . . no matter how unprofitable they might be. They will have to revise their thinking about the value of growth

for growth's sake — and realize that it is possible to grow by **cutting back** as well as by adding to product lines. The realization that it is better to divert as much money as possible to build a **deep** position for a few products — rather than a superficial position for many — is bound to hit those marketers who have come to the end of the boom.

This will be especially true as greater numbers of executives conclude that this superficial market position, marked by floods of new, competitive products from the same source, has been in large part responsible for the **vulnerability** of those products to practically any variety of upstart competition.

### **Depth, not Breadth**

Now, about the question of markets. Again, much the same attitude has prevailed. Expansion was the keynote. But, as the bloom leaves the boom in more industries, marketers are realizing that it is just too darned expensive to distribute marginally to everywhere — that it is much more profitable, in fact, to try for **depth** rather than **breadth**. Once distribution facilities exist for minimal marketing in an area, it is far more economical to raise the volume in that area than it is to establish entirely new facilities in new areas.

The problem is not one of **good** or **evil**. Nor is it one that can be regarded with a flat, black-or-white attitude. Specific industries or companies cannot be pinpointed, and it is impossible to say that one or another should or should not turn from its recently successful marketing philosophy.

The problem is strictly one of slow, seemingly painful change. In spite of the desire to hang onto a good thing as long as possible, marketing executives are more and more realizing that their programs must be designed to be in step with the times. Perhaps the changes won't be noticeable all at once; changes in philosophical approach seldom are. But it's a sure bet that there will be fewer executives saying "let's watch and wait to see" and more contemplating the **changing market** — and how to **grow** within it.



# THE NEW YORKER creates



Copyright 1941, The New Yorker Magazine, Inc.



*"I think of you as being enormously alive."*

Offices: New York, Chicago, San Francisco, Los Angeles, Atlanta, London





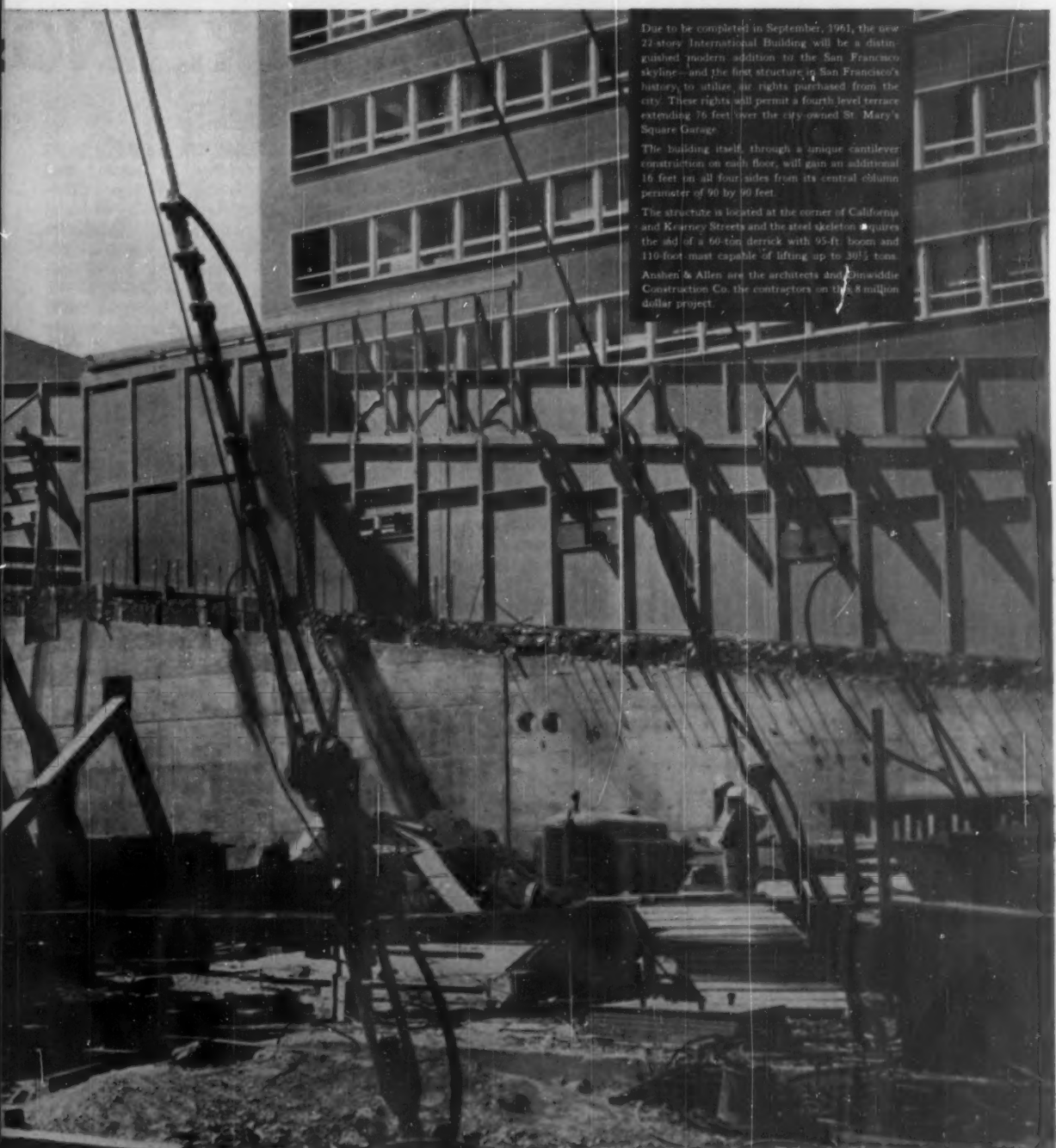
## IMAGINATIVE, PERSISTENT, INFORMED, SUCCESSFUL...

**That's John J. Gould, Consulting Engineer on San Francisco's new 22-story International Building.**

*From the elaborate temporary buildings of a World's Fair to permanent skyscrapers, warehouses, garages and wharves, John Gould's approach to structural engineering problems has always been one of imagination—and the persistence required to turn imagination into full-blown, functioning reality*

*A native of Switzerland, and fluent in English, French and German, he arrived in San Francisco in 1925, after a solid technical education at the Engineering School of Zurich and a brief introduction to U. S. construction methods in New York. In the years between, he's become an expert on earthquake safety in buildings and has supervised the structural side of more than \$400,000,000 worth of construction.*

*Men like John Gould—the men under the hard hats who*



Due to be completed in September, 1961, the new 22-story International Building will be a distinguished modern addition to the San Francisco skyline—and the first structure in San Francisco's history to utilize air rights purchased from the city. These rights will permit a fourth level terrace extending 76 feet over the city-owned St. Mary's Square Garage.

The building itself, through a unique cantilever construction on each floor, will gain an additional 16 feet in all four sides from its central column perimeter of 90 by 90 feet.

The structure is located at the corner of California and Kearney Streets and the steel skeleton requires the aid of a 60-ton derrick with 95-ft. boom and 110-foot mast capable of lifting up to 30½ tons.

Anshen & Allen are the architects and Dinwiddie Construction Co. the contractors on this \$8 million dollar project.

are transforming the face of America with big ideas built on imagination and rugged determination—have to keep abreast of new developments in all phases of construction. These are the men who turn each week—as part of their jobs—to *Engineering News-Record* for the latest news and information on the equipment, machinery, methods, materials, money and manpower they need in their work. These are the men you sell when you advertise regularly in *Engineering News-Record*.

**Read weekly by all the men who  
wear construction's hard hat:**



## ENGINEERING NEWS-RECORD

Sales Management November 18, 1960 21

HAVE YOU SEEN  
ENR'S NEW FILM  
**UNDER THE HARD HAT?**  
IF NOT, ASK AN  
ENR REPRESENTATIVE  
FOR A SHOWING. ALL  
YOUR SALES AND  
ADVERTISING MEN WILL  
FIND IT INTERESTING  
AND INFORMATIVE.



McGraw-Hill  
PUBLICATION  
330 WEST 42ND STREET,  
N.Y. 30, N.Y.

# -SM-MARKETING

## COMPACT COMBAT

New York—Hard hit by the American compacts, Renault, Inc., is fighting to regain lost ground (total car sales for 1959 were just over 92,000, while only 50,000 were sold in the first eight months of this year). With high hopes for heavy replacement sales in this country, the company is turning out its new cheese-cake car, the Caravelle, at the rate of 5,000 a month, double the figure of four months ago. It will also introduce a new station wagon and pick-up truck. Renault apparently is showing some recognition of dealer dissatisfaction; its marketing plans include local advertising campaigns and free group insurance up to \$15,000 for its dealers. The one questionable move: possibly to cut costs or perhaps to finance those local ad campaigns, Renault dumped one of its advertising agencies and is discontinuing network TV and radio advertising, at least temporarily.



## ARTHUR GODFREY

*A legend in his own time. A personality without peer. Philosopher, story teller, news maker, catalyst, he brings to each listener an immediate sense of personal participation. As if that weren't enough, he just happens to be the greatest salesman in broadcasting history. In all radio, Godfrey is the kind of company you keep . . .*

**ONLY  
ON CBS  
RADIO**

## THE EIGHT-PACK TREND

Chicago—Eight-packs are busting out all over. Coca-Cola's favorable results with its 8-bottle cartons in the Kansas test markets led to further testing in Chicago where Pepsi-Cola has been testing its own version. Pepsi has been testing in Los Angeles and Cincinnati as well. Beer makers have been at it too. Burger Brewing Co. is trying out customer reaction to the price jump from \$1.38 to \$1.75 required for the 8-pack, and two other large brewers are reported testing on the West Coast.



## SELECTIVE HUNTING

New Haven, Conn. — Aiming at a bigger share of the \$2 billion spent annually by U. S. hunters, Winchester Western Division of Olin Mathieson Chemical Corp. has hit on a fine example of selective market advertis-

ing. In addition to advertising in 40 magazines devoted to hunting and sports, the company will run an outdoor campaign keyed locally to hunting season, game and ammunition. Six different posters, featuring full-color pictures of different game (the one that happens to be in season in the area) are located on principal roads of a hunting area at approximately forty mile intervals.



THEN . . .



NOW . . .

## ONCE AROUND AGAIN, PLEASE

Bloomfield, N. J. — In marketing, timing makes all the difference. For the second time, Westinghouse Electric Corp. is adding an auto bulb safety kit to its automobile accessories. Twenty-five years ago the company brought out a similar kit and then dropped it; no one at Westinghouse remembers why. But today's \$65-million market potential in an area where there appear to be no other competitors seems reason enough to give it another whirl. The kit contains three miniature lamps which meet the safety lighting requirements of practically all cars: stop, tail, signal, parking and license lights. Westinghouse points out that rear lights account for over 30% of the trouble spots in car safety checks.



# on the MOVE

## MARKETER'S DILEMMA

**New York**—The only product of its kind, the new Italian-made wireless remote dictating machine called Remote-Tape, is all set to go except for one minor detail. American Geloso Electronics, Inc., its American distributor, can't make up its mind on a market. Designed to record dictation from as far away as a half mile via a "walkie-talkie" type device, Remote-Tape lays claim to all kinds of job possibilities, and Geloso says that the market is "so large and broad the company can't afford to properly advertise to all its potential users." Some fields where it might be used: "inventory control, warehouse shipping, inspection and repair work, law enforcement and traffic control, insurance adjusting, and a host of others." Geloso says that an information leak brought in enough orders to keep the company busy until the end of December; it hopes by then it will be able to decide which market to exploit. Any ideas?

## MORE EXPORTS NEEDED

**Boston**—American industry has to put out greater efforts in the export area, says the U.S. Dept. of Commerce. While our exports have usually exceeded imports by several billion dollars annually, and our export levels have improved so far this year, a combination of several factors has raised the export balance of trade level we need to hold our balance of payments deficit at a comfortable point. Increasing competition in the world markets slowed the growth trend of our exports and increased our imports; we now spend \$15 billion annually on foreign goods. Expenditures are growing in travel abroad and various services from foreign countries. U.S. business direct investment and other private capital outflow, Government nonmilitary aid and maintenance of military forces abroad amounts to \$8 billion a year. These large payments exceeded by several billion all incoming dollars.

## A PACKAGE OF STORE

**South Bend, Ind.**—What was probably one of the biggest problems in the history of packaging was solved recently by The DoALL Co., makers

of machine tools. It pre-packaged an entire store. Overtaxed facilities were hampering effective customer relations at three sales-service stores serving parts of Michigan and Indiana, and the only solution was to build another store. The two months required to construct an outlet would be too long to maintain the fast disappearing customer good will, so the company purchased an old location, repainted, put in a new floor and erected partitions. While this was being done, 125 miles away at the Des Plaines, Ill., headquarters, inventories of the company's products were put into prefabricated shelving and bins, office furniture was assembled—in short, the entire store was assembled at Des Plaines, packed into a truck and moved into the new location. The whole operation took just thirteen days.



## CARTONED COOKIES

**Port Chester, N.Y.**—A new, sturdy 10 1/4-inch-high carton, designed to avoid cookie crumbling problems was credited with increasing Arnold Bakers' sales 20%. The attractive 5-color carton, complete with carry handle, was test marketed through June, July and August, when it was substituted for the old paper bag package in Boston, Long Island and Connecticut markets.

## EXTRA SERVICES

**New York**—What are the extra merchandising services provided for advertisers by business publications? A



## BACKGROUND

Edward R. Murrow presides over a major innovation in news programs. Every Sunday he and crack CBS News correspondents abroad examine the week's most significant news in a 25-minute international "conference call." The objective: to impart fresh insight into the meaning of the news. In all radio, Edward R. Murrow is the kind of company you keep...

**ONLY  
ON CBS  
RADIO**

# 36.9%

**increase  
in population  
in last 10 years**



## IN Remarkable ROCKFORD

Many factors account for this steady growth of *Remarkable Rockford* . . . good industrial climate, inventive genius, skilled workmen, able resident top management, reinvestment of profits, and diversification of industry. These and many other factors provide a ready market . . . a market with high family income (historically ranked about 32nd in nation in per capita income). Proof of the buying power lies in the fact that Rockford leads Illinois, outside Chicago, in retail sales year after year.

Your best salesmen in this abundant market are the sales-producing Rockford newspapers.

**Finest FULL COLOR  
Facilities**

**ROCKFORD**  
MORNING STAR  
Register-Republic



## —SM—MARKETING on the MOVE—

recent Association of National Advertisers survey undertook to find out. Among the services available: reprints and preprints of ads, reprints with issue covers (merchandising folders), mailing of copies to salesmen and dealers, use of subscriber lists for advertiser's mailing, and processing of transmittal letters for reprints. The study also shows the publications' policies on charging for these services.

### WON'T DROP NON-FOODS

**Boston** — In spite of the disenchantment felt by some super markets about non-food merchandise in their stores, Grand Union Co. still wants more. When the glowing profit predictions made when non-foods entered the super markets failed to materialize, many supers lost their enthusiasm. But Grand Union boasts that non-food sales in the traditional food super market have increased from \$200 million in 1950 to more than \$2 billion a year today, and "the potential for general merchandise . . . has not even been calculated, let alone reached."

### IBM TAKES DICTATION

**New York** — The as yet incompletely exploited dictation machine market has beckoned with its \$85-million potential and IBM is answering with its new Executory dictating machine. In spite of intense competition already in the field, IBM's entrance is a natural development for it, since it has large resources, channels of distribution and salesmen in the IBM typewriter division through which the new machine will be marketed.

### NOT NEW, BUT EFFECTIVE

**Newark, N. J.** — With the conviction that the old anniversary promotion can also be effective for an industrial supplier, Federal Pacific Electric Co. just launched a tenth anniversary campaign for its Stab-lok circuit breaker. The company is providing dealers with reams of promotional material in an intense effort to get the Stab-lok name in front of all the electrical contractors in the U. S. Stickers to be attached to correspondence, mailing indicia, 16 ft. banners, selector charts, direct mail pieces, coffee mugs and sugar packets, all with the company's logo imprinted, have been

sent out to electrical contractor distributors.



### CREDIT WHERE IT'S DUE

**New York** — This agency is not tooting its own horn. General Outdoor Advertising Co. gives an advertiser a free plug every ten days when it selects a different outstanding poster from among its clients and posts it, with the name of the designing agency, at 118th St. and Park Ave., where commuters to and from the northern suburbs pass daily.

### ADVICE DEPARTMENT

**White Plains, N. Y.** — Because of the large number of distributors admittedly short on publicity know-how, the publicity department at All-State Welding Alloys Co., Inc., is beginning to look like the mailroom. It all started when the company recently announced that it would provide distributors with free assistance and guidance through its public relations, publicity and advertising service. Problems on press relations, writing and placing an article, getting good industrial photographs, direct mail promotion, and just about every aspect of industrial public relations are covered. All dealers have to do is write in and explain their problems, and All-State goes to work for them rewriting releases or sending out models, suggesting publicity outlets for given news items and so on. The service got off to a modest start, but by the end of the first month, All-State has been so flooded with requests that it wonders whether it can handle them all.

# Bobby never heard of Continental's Gair division but the GAIR people know Bobby very well!

Unknown to Bobby, a Continental division called Gair watches him and his famous appetite constantly. That's why smart manufacturers sell what Bobby eats in Gair cartons.

They know, for instance, that Continental's research has carefully recommended the board to preserve the fullest flavor of Bobby's vanilla fudge . . . the clean sheet to give printing quality that sells.

Those smart manufacturers also know that this is just one of the vast selection of boards Continental produces for maximum economy, efficiency and sales appeal. They know, too, that Continental has complete printing facilities—gravure, lithography and letterpress—in plants from coast to coast.

So remember, years of leadership in the printing, construction and manufacture of folding cartons and boards give Continental's Gair division the experience to turn your problem into profits. Call us today!



GAIR

CONTINENTAL © CAN COMPANY BOXBOARD AND FOLDING CARTON DIVISION

530 FIFTH AVENUE, NEW YORK 36, N. Y.

Sales Management November 18, 1960 25









BASIC TEST FOR MEDIA SELECTION:

**Ask anyone,  
anyone  
you're trying  
to sell in the  
aerospace market,  
what publication  
he reads and  
respects most.**

A powerful editorial force is a powerful selling force.

**Aviation Week**  
*and Space Technology*

A McGraw-Hill Publication 330 West 42nd St. New York 36, N.Y.

ABC PAID CIRCULATION 78,983

Analog Computer Lab—Raytheon





1935 (Twenty-five years ago)



1935 (Twenty-five years ago)



1945 (Fifteen years ago)



1946 (Fourteen years ago)



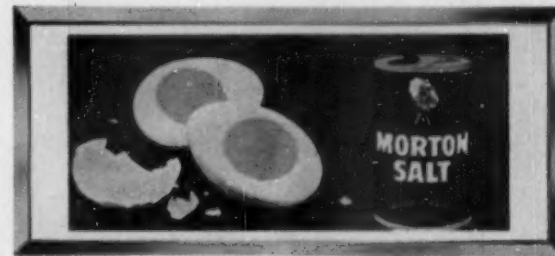
1948 (Twelve years ago)



1956 (Four years ago)



1958 (Two years ago)



1959 (One year ago)

## If you remember these posters, you know why Outdoor is called the *Persistent* Primary Medium

Why does Outdoor advertising penetrate so deeply into the mind that it is remembered for weeks, months and years? Two main reasons.

One is simplicity of the Outdoor message. Outdoor by its very nature distills the selling message into a minimum of words and pictures, and drives it home with a clean, sharp blow.

Another reason is repetition. Your message in Outdoor is exposed repetitively 21 times a month to an average of 94% of the car-owning families in a market.

With offices in: Atlanta, Chicago, Dallas, Detroit, Los Angeles, New York, Philadelphia, St. Louis, San Francisco, Seattle

As a result, your message on Outdoor *persistent* in the mind of the viewer as with no other primary medium.

To help Outdoor go to work *persistently* for you, OAI—national sales representative for Outdoor—puts at your disposal research, planning, creative, and merchandising services. Just write or call the OAI regional office near you.

**OAI OUTDOOR**  
ADVERTISING INCORPORATED

## pro-advertising

I tore out "Those Group-Chats on 'Why Advertising'" [SM, Oct. 21] and routed it to six other executives of this company with a "Please Read" memo attached to it. It is one of the best written articles on the intelligent defense of advertising that I have ever read.

I recommend it to all those who have not been so brow-beaten by Vance Packard that they can no longer think clearly. I, myself, am memorizing the cogent points to use when frequent future discussions on the subject arise. . . .

ROBERT L. SABIN

Advertising Manager  
Smith Brothers  
Poughkeepsie, N.Y.

... I know just how you feel about the customary "defenses" of advertising and I think you have done a wonderful job of re-orienting a lot of people. . . .

JOHN D. YECK

Yeck and Yeck, Inc.  
Dayton, Ohio

## who's from where

Tsk! Tsk! [Re "Human Side," SM, Oct. 21] I suggest that you read page 1381 of "Who's Who 1960-61" on Herbert Hoover. It indicates that Mr. Hoover was born in West Branch, Iowa, on August 10, 1874.

I am sure Mr. DeWitt, the inspiration for this article, will be glad to know that Iowa produced one President of the U.S.

M. B. HITES

Executive Vice President  
Row, Peterson & Co.  
Evanston, Ill.

► And Virginia produced one red-faced editor.

## travel widows adjust

My wife and I were very much interested in your recent article on "What's Business Travel Doing to Wives?" [SM, Oct. 21]. . . . Because I travel constantly, and have for about 25 years, we have had our share of arguments on the subject. But my wife took the situation in hand early, in the following ways:

1. She took up golf to play it with me on week ends—and for the last two years has won the local women's championship.

2. Because my company does not

discourage bringing wives to conventions, she has accompanied me on many trips; we've often combined a vacation with the convention.

3. She has developed hobbies to occupy her time in my absence. . . .

Consequently, after weathering many of the storms you mention, we feel that we have solved many of the problems. . . .

E. W. CHAPMAN

Assistant Sales Manager  
S. G. Taylor Chain Co., Inc.  
Hammond, Ind.

It would seem to me that profanity as expressed in your Oct. 21 issue ["What's Business Travel Doing to Wives?"] could be eliminated. . . . There are many words in the English language to express our feelings, and sacred words should be reserved for prayer alone.

I would like to add that I agree with the thinking of one of the executives [that "the family comes first"]. Since the basic unit of society is the family, they are the most important people to the working husband. However, sacrifice is love, and the husband and wife working towards a common goal adjust to the situation.

G. ROBERT KINCADE

West Hartford, Conn.

## competitive edge?

What is a "dog manufacturer?" I would have assumed it was a papa and mama dog, but it appears, according to a feature article in SM ["They'll Slice Radio Differently This Fall," Sept. 16], that it is dear old Red Heart. . . .

GILBERT E. WHITELY

Advertising Manager  
Grit Publishing Co.  
Williamsport, Pa.

► The SM staff member who wrote that blurb has written "dog food manufacturer" 1,000 times on the walls of his doghouse.

## mathematical marketing

We should like very much to reprint your article, "What's the Status of Mathematical Marketing?" [SM, July 1], in our journal, Challenging Business Briefs, which goes to about 2,500 Business School alumni. . . .

DAVID W. EWING

Assistant Editor  
Harvard Business Review  
Boston, Mass.

# We're Rich!



Rich in buying power...

Rich in reading power...

Pontiac, Michigan represents a growing, dynamic, rich market for newspaper advertisers. What's more, THE PONTIAC PRESS provides such exclusive coverage (61% of Pontiac Township households take only the PRESS) that no other newspaper provides the penetration you need to successfully sell your products. (THE PONTIAC PRESS is preferred 3 to 1 over the leading Detroit paper.)

It's facts like these that are causing more and more advertisers to select the PRESS:

- Leader in the Community. 76% take THE PONTIAC PRESS.
- Leader in Creating Sales. 21% of PRESS homes make over \$7500.
- Leader in Home Delivery. 98% of coverage is home-delivered.

THE PONTIAC PRESS is the full-coverage independent newspaper serving the Pontiac area and Oakland County since 1842!

MARKETING IN MICHIGAN . . . ?

THE  
**PONTIAC  
PRESS**  
PONTIAC, MICHIGAN

Circulation 59,339 Publisher's  
Statement Ending September 30, 1959

Represented by:  
Scolaro, Meeker & Scott  
New York, Chicago, Philadelphia, Detroit  
Doyle & Hawley  
Los Angeles & San Francisco

*America's modern way of doing business*



*AIR EXPRESS speeds newly created parts to assembly site in time for car to bow at international auto show*

## **Air Express takes priority on all scheduled U. S. airlines**

*AIR EXPRESS is in the auto business, now! This crew is just finishing off the latest model. Hours from now, it will bow at a glamorous auto show. Many new parts were completed just in time, and flown to this assembly point with jet speed. All 35 scheduled U.S. airlines pampered them with priority treatment. AIR EXPRESS trucks (13,000... many radio-dispatched) rushed them door-to-door at both ends of their flights. As each part arrived, the shipper got a teletype receipt. That's service! AIR EXPRESS is in other businesses, too. It should be in yours. There's no finer partner and rates are low. One phone call is all it takes.*

# **AIR EXPRESS**



CALL AIR EXPRESS DIVISION OF RAILWAY EXPRESS AGENCY • GETS THERE FIRST VIA U. S. SCHEDULED AIRLINES



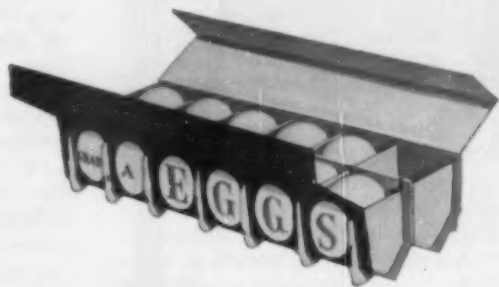
## *Planned Packaging moves merchandise*

### *Ever play catch with an egg?*

If you have, you'll appreciate the terrific protection job egg cartons perform. And they're marvels of packaging ingenuity, too! Just one quick pull on the flaps of this new Form-Fast carton and it snaps open, exposing seven partitions locked in place, ready to cradle a dozen eggs. A simple push closes and locks it again. Resultant filling line savings greatly reduced costs last year in the egg industry . . . helped hold down your family food budget, too!

Creative, cost-saving carton design is but one of countless ways in which Packaging Corporation of America's concept of Planned Packaging, implemented through integrated national facilities, produces better packaging . . . more sales.

Whether your requirements are large or small, regional or national, we welcome the opportunity to help you.



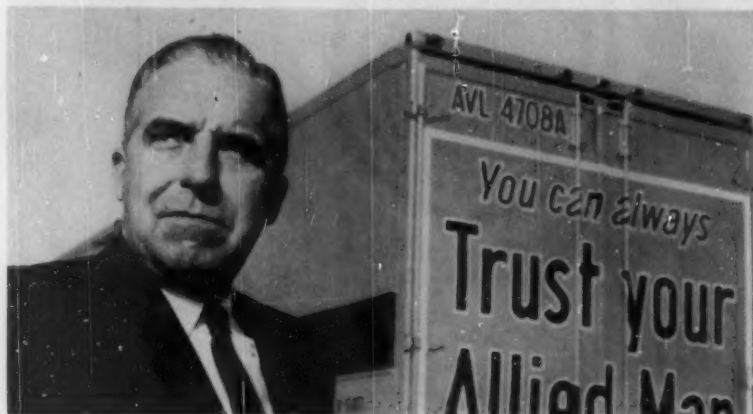
## *Packaging Corporation of America*

1632 CHICAGO AVENUE, EVANSTON, ILLINOIS

*Cartons • Containers • Displays • Egg Packaging Products • Molded Pulp Products • Paperboards*

Sales Management November 18, 1960 31

BY HARRY WOODWARD



### Allied's New Prexy: Trucks Caused a Detour

Howard H. McCully took his foot off the bumper of a huge Allied Van Lines truck and explained how the company ran him down to be its new president: "When Allied first approached me, I could see they wanted

a man who'd intensify the customer marketing concept in their business. . . ." Some business (\$72 million in sales for '59), some company (Allied doesn't own a single warehouse or van, operates in 550 cities, is a co-

operative network of 800 individual mover and warehouse firms). McCully, iron-gray at 50, was lured away from Fairmont Foods where he'd been v-p for marketing since '58. Still, transportation isn't a new experience for him: As v-p of Morton Frozen Foods he took that firm into trucking when the company couldn't find enough common carriers to serve its regional plants. He's not a man who has qualms about sudden shifts. After he was graduated from Washington University, as an advertising major, he went to work as a grocery store clerk because "I wanted to find out why people buy things." Until now the food field has claimed him for its own. He's held top sales and marketing posts with such companies as Durkee Famous Foods, American Home Foods, Minute Maid. If you could sum up his marketing philosophy in a single sentence it would be this McCullyism: "The truly successful company is the one which always thinks in terms of the consumer—which has, as its first objective, the second sale to the consumer, not the first."



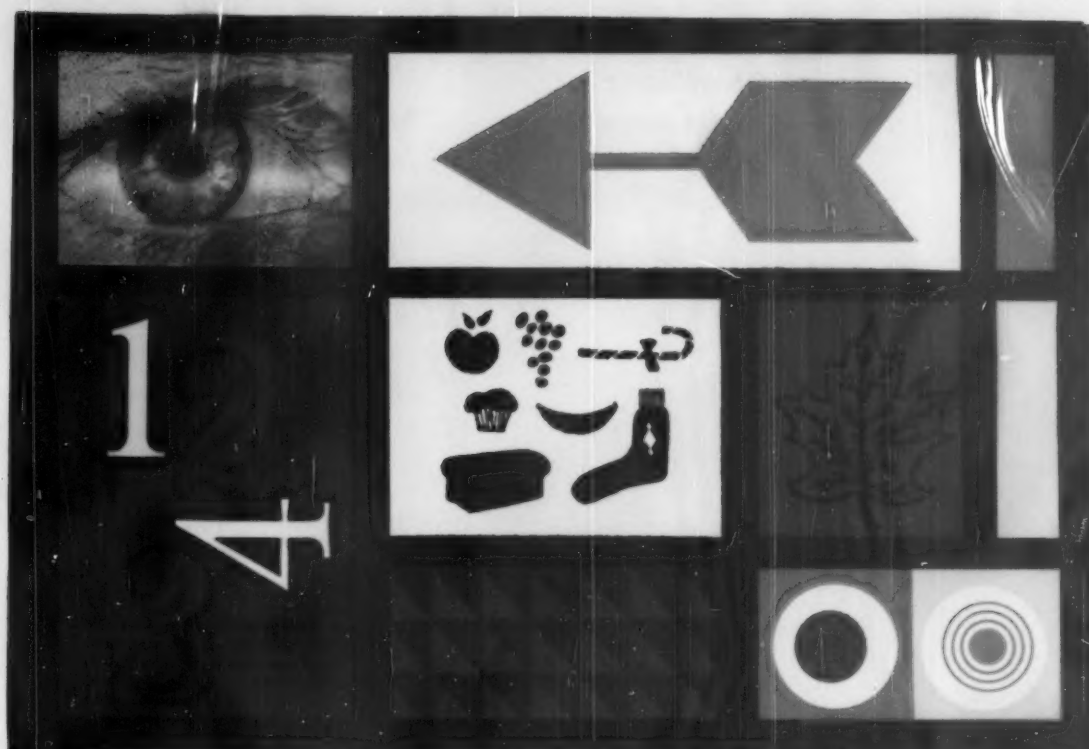
Photo by Guy Gillette

### RCA's Professorial Marketer

Wendell R. Smith is the sort of man who, when he taught college marketing, never had to raise his voice. Everything he said sounded important (and most often was, says a former student). Now when he talks, the whole of Radio Corporation of America whips out its notebooks and listens. He's been named staff v-p, Marketing Development, for the big

company and his responsibilities range over the marketing matters of everything from inexpensive recordings to sky's-the-limit electronic systems. Smith, a quiet man whose first job after college was in a "college training" post with The Florsheim Shoe Co., spent most of his professional life as a teacher. After Florsheim (the Depression blew in just as he finished

his training) he went back to his alma mater, Iowa State University, as a graduate assistant. That was in 1934. He didn't leave the campus as a teacher until 1954—he was then head of the Marketing Department. What enticed him away from the cloistered life was the Philadelphia marketing consultant firm of Alderson & Sessions, for which he had done summer work at times. Alderson & Sessions took him in as director of research, made him a full partner soon afterwards. Wendell Smith is inclined to swing a rangy leg over a chair arm as he talks to you. He doesn't like to talk about himself, admits, under duress, that he lives in Princeton, N. J., has two daughters and a son. He's author of numerous books on economic geography, marketing, costs and profits, belongs to a baker's dozen organizations, including American Marketing Assn. (for which he often lectures). In his new job (he's been with RCA since '59 as director of marketing research and development) he'll be responsible for developing corporate marketing plans and programs, providing professional advice, guidance and assistance to operating division personnel in marketing and marketing research.



## Colorful Polyethylene

...offers powerful  
sales advantages

Every color of the rainbow — from brilliant hues to subtle pastels can be printed on clear polyethylene film. Colorful designs, sales messages and product information on your packages produce attractive showcases that draw buyers to your products.

Polyethylene is economical. Polyethylene is the least expensive high clarity film you can buy. It can be printed economically at high speeds, with sharp registration and good ink adhesion. Add to this the soft, natural flexibility and durability of polyethylene and you have a versatile packaging material that offers you powerful sales advantages.

Colorful polyethylene packages are now being used for a host of applications, including produce, dairy, bakery, laundered shirt packaging, and soft goods overwrap. Packages can be formed on automatic machines . . . sealed by heat.

U.S.I. produces a number of PETROTHENE® resins ideally suited for producing packaging film of every type — clear or printed, thick or thin, tough or tearable, slippery or sticky. Extruders and converters make these films available in a wide range of thicknesses, with a combination of special properties to meet your every packaging need.

Discuss your packaging requirements with your film supplier. He'll be glad to recommend the type of polyethylene film best suited to your particular application.



**INDUSTRIAL CHEMICALS CO.**

Division of National Distillers and Chemical Corp.  
99 Park Ave., New York 16, N. Y.  
Branches in principal cities

**Florence, daughter of the  
new Confederacy**

The confederacy is of industry and  
agriculture, the result a new and  
productive South. Florence, single-station  
market of 1,300,000 potential customers,  
is a unique heir of this dynamic union and a  
worthy target for television marketers.

**WBTV**

*Florence, South Carolina*

*Channel 8 • Maximum power • Maximum value  
Represented nationally by CBS TV Spot Sales*



A Jefferson Standard Station  
affiliated with  
WBT and WBTW, Charlotte





## Why Babbitt Is Proud To Sell for Private Labeling

The boom in private brands (retailer-controlled brands) is causing increasing concern and controversy among national manufacturers.

Many national advertisers secretly indulge in supplying private brands to giant retailers. In almost all cases, they conceal this activity as if it were a back-door bootlegging business. Others, who don't deal in private brands, generally contend that the bootleggers are all outright traitors to the national-brand cause.

Even among the select top hundred advertisers, many are active, to various degrees, in supplying private brands to big retailers — in handing over to large retail chains the very private-label products that will compete against their own nationally advertised brands. (See our cover story "The Secret

Hand in Private Brands," Sept. 18, page 35.)

This is the accepted atmosphere. It's becoming a normal, yet secret, way of doing business for many national-brand manufacturers. Yet few of them go after this business in an active way; fewer will talk about it.

In this almost hypocritical atmosphere, there is one major company — B. T. Babbitt, Inc. — that is aggressively going after the private-brand business. Today, Babbitt is doing 15% of its total volume in private labels. It may do 25% in three more years.

Here, in an exclusive interview, Michael Patrick Fravley, president of B. T. Babbitt, tells why his company is proud to sell private brands to big retailers. Here is Babbitt's case for dealing in both private and national brands. (cont'd on next page)

## Why Babbitt Is Proud To Sell for Private Labeling

(continued)

**Q. Mr. Frawley, would you describe Babbitt's philosophy of private brands?**

**A.** Our philosophy on private brands is substantially the same as on national brands — we make soap and cleanser products to meet consumer demands. Today, there is a consumer demand for private brands just as well as national brands. As producers of quality products, we propose to meet this demand.

**Q. How are you going about it?**

**A.** In January 1958 we set up a Contract Packing Division, headed by Vice President Paul Golub. It is staffed with executives who have extensive backgrounds in retailing, production, packaging, and marketing. Its purpose is to sell private brands at a profit, to make a name for Babbitt as the prestige packer of private-label products in our field.

**Q. What are the results so far?**

**A.** In 1958, our first year, our sales of private brands were \$300,000. In 1959, we sold \$1 million. This year, I'll say, conservatively, about \$3 million. That will be 15% of our total sales.

**Q. What about next year?**

**A.** Probably another million — a total of \$4 million.

**Q. You must have some substantial customers.**

**A.** We certainly must have, to sell \$3 million worth. Some of them are Stop & Shop, E. J. Korvette, Walgreen, Two Guys from Harrison, H. E. Butt in Texas, Jewel Tea, and Pick 'n' Pay.

**Q. Then you're not selling private brands only to food chains.**

**A.** Definitely not. Our customers for private brands include grocery chains and wholesalers, drug chains, discount houses, retail cooperatives, even auto supply chains. There's a lot of new excitement among these groups over private brands.

**Q. Why?**

**A.** It's largely a matter of profits. For example, the Stop & Shop chain in New England sells more of its private-label ("Stop & Shop") light-duty detergent than all advertised brands put together. Its mark-up on the private brand is 38%, against less than a 13% average on the national brands. That's why they like it.

**Q. And you like it too?**

**A.** You're damned right we do. We're supplying every can of "Stop & Shop." It's a good product, and they're promoting it to the hilt.

**Q. But isn't your own national brand right on the same shelves?**



**A.** Yes it is, but "Clim" only has a fraction of the market. It's not being hurt.

**Q. How about your competitors?**

**A.** You'll have to ask them, but it's my guess that they are being hurt in the Stop & Shop chain. With the combined sales of "Clim" and "Stop & Shop" detergent, we're now getting more than 50% of the market in the Stop & Shop stores.

**Q. What other products are you packing for private labels?**

**A.** We're selling cleansers, light-duty detergent, all-purpose detergent, liquid starch, and a liquid laundry fluffer.

**Q. Are the specifications for private labels generally provided by the customer?**





Photo by Philip L. Patterson

**A.** Very definitely yes. The retailer is primarily interested in quality.

**Q.** Are you going after more private-brand business?

**A.** We certainly are. We're just about the only company selling nationally advertised brands that is actually going after private labels in an aggressive way. The others fool around a bit. A customer will ask them to do it, and maybe they'll accept. They hide it, but we're proud of it and are going after more of it.

**Q.** How much can you safely get?

**A.** We had 1% of our business in private brands three years ago. We have 15% now. We may very well have 25% three years from now. It's a little early to tell how large our total can safely be in private brands, but 25% does not seem out of line.

**Q.** Who are your competitors for this private-brand business?

**A.** Many of them are the straight contract packers. They're low-overhead operations that often do 100% of their business for private labels. They don't have the expenses of advertising, a sales force, distribution warehouses, a testing laboratory, and such.

**Q.** Then how can you compete against them?

**A.** We always offer something extra — a high-quality product. We have a big testing lab, quality control, the latest in packaging. Most straight contract packers are smaller and don't offer all this. We also sample shelf stocks continuously to be sure that quality remains superior.

**Q.** Are the chains then seeking higher quality for their private labels?

**A.** Definitely. Today's retailer is concerned with serving masses of consumers the best products at the lowest possible price. The average retailer faces a profit squeeze. And in a private label he can offer the consumer a product of equal or better quality than a national brand, at a lower price, yet at more than double the mark-up. He's being forced into it, and he'd be a fool not to do it.

Today's huge retailers are people who have an enormous stake in their corporate reputations. Such reputations were built through fair dealing with consumers and suppliers over the past decades. We find today's big retailers are very conscious of the need to maintain their reputation with both the supplier and the consumer. The phenomenon of the food retailing business is that no one company ever dominates the majority of markets.

**Q.** And more consumers like private brands, too?

**A.** I believe they do. There has been a vast sociological change in marketing in the past ten years. Consumers are better informed, better shoppers, and self-service has given them an understanding that they are entitled to

(continued on page 116)

MICHAEL PATRICK FRAWLEY, said to be the best liked sales executive in the soap industry, has only two rules in business. Never break a promise to a salesman and teach salesman never to break a promise to a customer. His selling stints for W. J. Reynolds Co., Consolidated Cigar Co., and Colgate Palmolive Co. have impressed upon him the need for "hunger, hard and smart" in a successful salesman.



## PART III

**FOOD PACKAGES as housewives see them**

# 'The Packages We Like; The Ones We Don't'

**Homemakers talk about the packages used for specific products and brands. . . . They name the ones they like and dislike; tell why, and suggest improvements where needed. Plus: gripes and comments from individual homemakers about packaging.**

**U**P TO THIS POINT, Sales Management's report on the exclusive National Family Opinion survey of the packaging likes and dislikes of 1,089 homemakers has been devoted to an exploration of general attitudes toward packaging, plus likes and dislikes of various package features and types of packages.

It has been seen that although the homemaker is essentially pleased with modern packaging (and is willing to pay more for it, and often even switches brands for it), she is growing more and more impatient with the many old-style, inefficient and inconvenient packages that remain on grocery store shelves.

Now it is time to get a little more specific. Homemakers were asked to list the packages they most liked and most disliked in each of the following categories: cardboard, metal cans and other containers, glass jars and bottles, paper or cellophane packages, plastic, frozen food packages (including ice cream), aerosols.

Literally thousands of brands were listed. In fact, the marketer whose product was not mentioned at least once is probably in sore need of customers. A question of this type is bound to be a bit inaccurate; those

brands that have the largest sales and are used most frequently are necessarily going to be listed most.

And this must be kept in mind whenever brands are mentioned either for good or poor packaging: All other brands in similar packages are similarly applauded or indicted. In fact, the only reason brands are mentioned at all is because it is easier to identify the exact package in question if a brand name, rather than a lengthy description, is used.

The marketer whose product is mentioned unfavorably the greatest number of times can take consolation in the fact that his brand is probably the best known of all brands in the type of package he uses.

### Cardboard Dislikes

Mentioned far and away the greatest number of times was the Kellogg's cereal package. (Strange as it may seem, it was also the best liked cardboard package). The greatest complaint was that the large boxes are just too tall for the average kitchen shelf. In fact, many housewives complained that they could not understand it— the boxes are too tall, yet they are also so narrow they tip over. Unconcerned with store shelf fac-



**TOO TALL TO FIT:** Height of cereal box is major reason why it was most disliked cardboard package. But new closure made it best liked, as well.

ings, to a woman they recommended making the box shorter and squatter.

Other criticisms: In spite of the new tuck-in-tab top, a number of housewives felt that the box still does not close tightly enough to keep the cereal fresh. The lining, too, was criticized by housewives, most of whom suggested a foil inner wrap. Minor complaints noted that the box top tears when opened and cut-outs





**PERFORATIONS DON'T WORK**, top tears, box can't be reclosed—all similar complaints about many boxes. Bisquick is one of the leading examples of this.

and premiums cause hair-pulling among the children.

The too-tall complaint and the failure of the carton to preserve the contents satisfactorily were the leading complaints about other brands of cereals in similar boxes.

The second biggest gripe was the Bisquick box. Virtually every complaint involved the glued-down box top: difficult to open, tears, won't reclose, makes pouring difficult.

This type of box represents an old-type package that is one of the major sore points among homemakers. Both Argo cornstarch and Minute Tapioca make the top ten on the "least liked" list with similar tear-open boxes.

► Also high on the list of dislikes is a package that could really be considered to be a recent innovation: the waxed cardboard milk carton. Main objections: Leakage is by far the greatest, followed by wax flakes in the milk and sharp corners that tear grocery bags. Of course, this package cannot be condemned too roundly when it is considered that the leading alternative is a deposit bottle, reported in Part II to be one of the least popular forms of packaging. Most housewives realized this, and in their suggestions usually just asked for improved versions of the cardboard cartons.

Hershey's cocoa earned fourth spot on the list of disliked packages. But chances are it would have a higher position on the list if all those who mentioned this package under the "metal container" section were included. Again, Hershey's is not to be blamed alone; competitors Nestlé's and Baker's received their share of mentions, too. The main objections, of course, center around the old-fashioned metal set-in lid. Although many

housewives find it difficult to open and close, other objections (such as top falls into can; too difficult to get spoon in; measuring spoon hard to use with it; can't spoon out last few servings) form the bulk of the complaints. One suggestion that surprisingly was mentioned by a majority of those who suggested improvements: a flip-top that opens top of box completely, closes down well over the front of the package.

#### Other prominent dislikes:

—Quaker oats. The old round package comes in for criticism for a variety of reasons, none of which is outstanding: takes up too much space, hard to open, spills too easily, cardboard flavors contents. An amalgam of the suggested remedies: a squared-off box with a pouring spout.

—Domino brown sugar (also: most other brands of brown sugar, to some degree other sugars as well). Although "hard to open" and "package leaks" were mentioned fairly often, the outstanding gripe was that the contents turn to stone after the box is open for a while. Most common suggestion: foil (some said plastic) inner wrap.

—Arm & Hammer baking soda. Major criticism: tab closure deteriorates; box becomes difficult to close. Remedy most frequently offered: metal spout.



**SHAKER TOP** on Morton's salt box endears that product to many housewives. The principle isn't that new, and women wonder why others don't use it.

—Soap powders. The biggest criticisms grow out of the size of the box: too hard to handle or pour from, so tall it tips over, etc. Some housewives objected to the difficulty in opening such boxes. Few suggestions were offered, probably because housewives realize that they don't have to buy the largest sizes.

—Cheerios (General Mills cereals). Although much of the criticism was



**GET OUT THE TOOLS:** Housewives hate key openers in almost any form, even when they work. Coffee-can gripe: Contents spill when can is being opened.

identical with that given Kellogg's (boxes too tall, contents get stale, etc.), one exclusive feature was mentioned: the zip-open top. Although housewives appreciated the ease in opening, the zipper leaves both top flaps short, so they don't come close to meeting in the middle. Suggestions usually involved moving the zipper off the top and creating a flip-top box.

#### Cardboard Likes

—Kellogg's cereals. Different aspects of the Kellogg package are responsible for its being the most liked and most disliked cardboard package. Reasons for liking: primarily, the new easy-open top that is glued in spots rather than all over. This top has a slot-and-tab arrangement for keeping the top closed after the box has been opened.

—Morton's salt. Reason for liking: plastic shaker that is set in the top allows the housewife to use salt directly from box when cooking, instead of having to transfer it to a shaker.

—Post's cereals. Same as Kellogg's.

—Ritz crackers. Crackers are wrapped in several separate packages within the box so all are not opened at once.

—Betty Crocker cake mix (also Duncan Hines cake mix). Heavy cardboard box is provided with easy-open top. (Of course, both products are largely one-shot items that don't have to be reclosed.)

—General Mills cereals. Easy-open zipper on top.

—Carnation Dry Milk. Pouring spout.

#### Metal Can Dislikes

Because there are essentially fewer variations in types of cans than in



## FOOD PACKAGES as housewives see them

(continued)

cardboard packages, it is more important to note the type of can mentioned than the product. In fact, most respondents mentioned products, rather than brands.

Top on the list is the coffee can (Chase & Sanborn, Maxwell House were most frequently named brands). Biggest gripes were the key-type opening and the fact that cans are filled so completely that the coffee spills when the can is opened.

The commonest suggestions were: plastic tape instead of a metal strip to be removed for opening, and a very slightly larger can to prevent spilling.

Almost tied with coffee cans were sardine cans. Again, brand mention was slight. Main objections: key opening and tapered removable strip on top of some cans that makes it difficult to remove contents without breaking. There was an almost complete lack of suggestions for improvement.

► Evaporated milk cans (Pet and Carnation were most frequently mentioned) rank next in volume of complaints. The flat rimless top on the cans caused the furor: housewives protested that they could use neither a wall-type can opener nor a "beer can" opener, but had to attack the can with a sharp pointed instrument that was generally unsatisfactory. Obviously, the most frequently suggested solution was a metal rim around the edge that an opener could hook onto.

### Other leading offenders:

—Vegetable shortening (of those who named brands, most said Crisco). Although there were a few objections to the key opening, most of the complaints came from women who had trouble keeping the lids closed once the can had been opened. A few mentioned the hinge on the lid breaking before the can was empty. Suggestions for improvement were few,

but several homemakers suggested a container with a screw-on lid.

—Canned meat (Spam, Treet, Swift's ham were among the few brands mentioned). Again, key opening was the major objection. The danger of cutting oneself on the sharp metal edges and difficulty in removing the product were also prominent gripes. Remedy: cans that could be opened on standard can openers.

—Calumet (and Clabber Girl) baking powder. The set-in lid was the prime source of complaints. But, interestingly enough, a great number of women aligned themselves on the other side of the fence, selecting these packages as cans they especially liked.

### Metal Can Likes

The majority of respondents stated that they were satisfied with all standard cans, that they were easy to open, stored well and kept the contents well. Few brands that are sold in the standard metal cans were mentioned specifically. The one exception was the Del Monte line of fruits and vegetables.



**CONTROVERSIAL shortening can:** Some say it closes tightly, some say that it doesn't. But most housewives found this key opener easy to manipulate.

Many of the other types of cans mentioned by housewives who especially liked them were the very same cans that rated high on the dislike list. One was Calumet baking powder. Those who liked it found the set-in lid easy to work with and the can itself easy to spoon the contents from.

Another example is the solid shortening can (again, Crisco was named most frequently). Contrary to their counterparts who dislike such containers, some housewives found the key strip especially easy to operate in this case; what is more, they were quite pleased with the way the cans reclose tightly. There were also quite



**"GIVE US A RIM,"** shout the housewives. Neither wall openers nor "beer-can" openers work on the flat-topped evaporated or condensed milk cans.

a number of homemakers who singled out the shortening can because they could re-use it.

Coffee cans, too, had their proponents. The main objection to the coffee can was that it was hard to open and spilled the contents. On the other hand, the main reason for liking it was because it reclosed tightly and kept the contents fresh. The brands mentioned were slightly different, with Maxwell House and Folger's coffee receiving most mentions here.

### Glass Dislikes

Because so many products which traditionally come in glass jars or bottles are of local or regional origin (including great numbers of jams, jellies, pickles, other relishes, catsups, dressings, etc.), there are no outstanding brands at all. But one thing is certain: Over 40% of the women who answered the question picked on jars with pry-up lids.

Most of the rest of the comments had something to do with the shape of the container: curved sides on jelly or mustard jars that made it difficult to remove the last of the contents; tall, skinny dressing bottles that tipped too easily; vinegar and detergent bottles that are too heavy and fat to be held in one hand, etc.

Catsup bottles were mentioned by only about one in twenty respondents.

### Glass Likes

Evidently, those manufacturers who use glass containers and who distribute their products nationally do a better job than the local and regional marketers. Unlike the dislikes column, in which no clear-cut brands emerged from the pack, the likes column produces a number of well-known leaders.

Incidentally, although just under

half of the dislikes were products with pry-up lids, over 80% of the products that were especially liked were in jars with screw tops.

The peanut butter jars were the best liked. Skippy was the big brand, followed by Jif, Peter Pan and Big Top. The screw lid and value of the container as a refrigerator jar led the reasons for liking these packages.

In what may stand as the major surprise of the century, catsup bottles were the next most frequently mentioned glass container. The leading brand was Heinz, followed by Del Monte and Hunt, in that order. But the big feature was not the bottle itself; indeed, not a single homemaker voiced her love for that traditional frustrater of the hamburger eater. Instead, it was the screw-on cap that gathered all the bouquets.

Mayonnaise jars were next. The big features were the screw-on lids and the even pint-and-quart sizes that made them especially desirable for re-use as canning jars.

Those baby food brands that offer



**RE-USABLE** qualities of peanut butter jars make them most popular glass containers. Generally, screw tops were liked, and pry-up lids were disliked.

screw caps (notably Heinz and Gerber) were also in the top four in number of mentions. This is especially significant because, in this balanced survey, not more than a quarter of respondents could be expected to be even familiar with such products on a day-to-day basis.

Instant coffee (with Maxwell House most prominent) was also mentioned frequently for quality packaging. Screw lid and freshness of contents were most widely named reasons for liking these jars.

#### Paper and Cellophane Dislikes

Again the number of regional and local brands packaged in this type of material is so great that almost no

brands were recognizably emphasized.

But it is quite safe to conclude one thing: Paper and cellophane packages are not especially popular.

The most frequently named group of products was the macaroni-spaghetti-noodles group. Most of those mentioned, however, were those sold in cellophane bags, rather than window boxes. Not surprisingly, the most frequently mentioned complaint (for these products, as well as just about all others) was tearing and spilling.

Dried peas and beans, dried fruits, flour and sugar suffered from the same complaints. Party snacks (potato chips, pretzels, popcorn, others) were disliked mostly because the opened package failed to keep the product fresh.

The remedy offered most frequently for both these maladies was the use of plastic bags, although boxes were mentioned frequently for dried fruits.

#### Paper and Cellophane Likes

The number of homemakers who expressed a particular like in paper and cellophane was quite small—small enough, indeed, so that few general likes could be noted. There was some mention of local party snack and noodle brands packaged in cellophane "that seems stronger than most," but more than one or two mentions of the same product was rare.

The only general like of any strength was this: multiple-paper inner wraps of a number of brands of crackers, designed to keep most of the contents freshly sealed after the box is opened.

#### Plastic Dislikes

Grocery products marketers whose brands are packaged in plastic evidently have no worries about consumer dislikes. Although there was a high response to the "plastic like" column, fewer than 20% of respondents listed a plastic package that they do not like. And fewer than 3% of respondents mentioned a national brand. Far and away the greatest number of mentions was given to fresh vegetables packaged in film.

In fact, plastic film packages were the most frequently named dislike for all products. The biggest objections: hard to tear open, once torn, it won't reclose.

#### Plastic Likes

The runaway leaders among plastic packages are the liquid detergents. The Joy bottle was first, followed closely by Lux, Trend and Chiffon. The main reason for liking: ease of handling. Mentioned about one third



**ANOTHER KEY OPENER**, heartily disliked by many women, is the meat can. Difficulty in removing contents is another strong reason for disliking it.

as frequently was unbreakability.

Next most popular product in plastic was cottage cheese. Although there was an unusually wide variety of reasons for liking these containers, the re-usable feature seems to be liked by the most women. Other reasons: contents taste better, can see contents, doesn't dry out, etc.

After cottage cheese comes ice cream. Most widely mentioned reasons for liking were that containers are leakproof and can be re-used. Although there was a good deal of sentiment in favor of plastic ice cream containers, many housewives made known their dislike of the round freezer container and their desire for a square plastic ice cream box (see similar response in Part II for square plastic containers for frozen fruits and vegetables).

Other prominent plastic likes: shampoos and lotions in squeeze bottles (no outstanding brands) and dried beans, peas, rice in plastic film bags.

#### Frozen Foods Likes and Dislikes

A certain amount of confusion arose from the fact that frozen foods—a type of food, rather than a type of package—were included in this part of the survey.

But nevertheless certain general likes and dislikes could definitely be established. Among the dislikes: cardboard boxes with metal ends for frozen fruits (recommended: plastic containers); cardboard frozen vegetable boxes that can't be resealed or split in half (recommendation: plastic inner wraps, contents packaged in two halves); ice cream boxes that leak or fall apart before contents are used up (recommendation: plastic containers, especially if they are square). (continued on next page)





## FOOD PACKAGES as housewives see them

(continued)

There were two outstanding likes: frozen juice cans and frozen dinners or courses (pot pies, etc.) in their own pans or serving dishes.

### Aerosol Dislikes

Unfortunately, most of the homemakers who mentioned that they dis-

liked aerosols mentioned excessive price as their main objection. And most of those who said this simply stated that they never use aerosols for that reason. But there were a number of specific dislikes:

—Reddi-wip (other whipped cream toppings): difficult to use.

—Toothpaste, notably Colgate and Gleem: hard to use, too expensive.

—Shaving cream (no brand leader): can't see how much is left.

Added to these specific dislikes was the more general objection to aerosols

## Meet SM's Model:

# Typical American Homemaker



National Family Opinion, which conducted this packaging survey, undertook a major search through its file of 70,000 descriptions of American housewives in an attempt to discover the "typical American homemaker." NFO found her in the person of Mrs. John Dudra of Pana, Ill.

Mrs. Dudra is typical, not average. She is too young (36) to be average, and has one child too many (3). But she has a high school education, once worked as a legal secretary, belongs to the P.T.A. and the Red Cross, enters contests, has been to St. Louis and Wisconsin, lives in a frame house on a street named North Walnut (a few doors from the birthplace of popular violinist Florian Zabach) in a small community which grandly calls itself "The City of Roses" and which is but a figurative stone's throw from the U.S. center of population. Her husband, once a player with the pre-war Boston Braves baseball team, makes an average wage as a mechanic in an oil refinery.

Sales Management would like to thank Mrs. Dudra for serving as its model . . . and for being more than typically gracious.

The Typical American Homemaker is a patient woman. So much so, that we wonder if her fresh, friendly appearance and easy composure are not slightly above average.

We arrived at Mrs. John Dudra's, with photographer, at a little after 1:00 p.m. on a recent Monday afternoon. Notebook and camera in hand, we wanted a firsthand look at America's No. 1 housewife.

National Family Opinion's Typical American Homemaker greeted us with a distinctly more-than-typical smile. We felt at home in Pana, Ill. (popu-

lation: 6,178), a small Midwest town some 250 miles southwest of Chicago.

Bedraggled (humidity: 80%), perspiring (temperature: 90°) and cussing Illinois road signs, we thanked her for having us down and congratulated her on the signal honor NFO had bestowed upon her.

The Dudras are proud of their modest, but pleasant, frame house. A good-size lawn graces the side and rear of the building, where a variety of trees lends an almost rural charm to their well-flowered property. Behind the house, stands a traditional

long-handled pump, no longer used for drinking water. Our photographer could not resist: Placing one of the children at the pump handle, and another at the gushing spout, he recorded the event for his personal posterity.

As we entered Mrs. Dudra's living room, we complimented her upon the homey atmosphere that pervaded the entire house (a cuckoo clock cuckooed a shrill 1:30 at us). As she evacuated the two youngest of her three children (Donna, 14; John Rodney, 6; and Crystal, 2) from beneath a tottering tripod belonging to our nervous photographer, we began our interview. Before we finished with our popping flashguns, questions and repeated assaults upon a variety of products, we knew we would have a valuable reaction to an excellent cross-section of consumer food packages. ("Mommy, why can't I come in?" yelled little Rod from his exile on the back porch.)

"How do you feel about super markets, Mrs. Dudra?" we asked. Attempting to bully open a particularly difficult package of frozen fruit, she replied, "I love them, but . . ." and we began to write.

" . . . That soap manufacturer who bands five bars of toilet soap together—I think it's Ivory—is not going to sell me any. My husband uses an abrasive type of soap due to his mechanic's activity at the refinery. I use a castile and the children use still another brand. Occasionally I may want the small-size Ivory, but I'm certainly not going to buy five cakes to get one.

"And another thing . . . excuse me . . . Donna! Go see where Crystal is!



that the propellant doesn't get all the contents out ("I can still hear some swishing around inside after the bomb is used up").

#### Aerosol Likes

All aerosols that were liked were liked for the same reasons: They work well (although some respondents answered on the basis of liking the product rather than the package). Among the leaders were: Colgate's Florient, Johnson's Pledge and Glade, Avon deodorizers, and Black Flag,

Colgate and Bridgeport insecticides.

As a wrap-up to the questionnaire, homemakers were asked to write down their "pet packaging peeve." Six general areas emerge as those that cause the housewife the greatest rises in blood pressure.

The biggest category, named by 31% of respondents, was packages that are difficult to open. Second place went to packages that deteriorate, with mentions from 16% of women.

Tied for third was difficulty in re-closing the package and packages that are a bad size, from the standpoint of amounts homemakers desire to purchase. Both of these got 9%.

Packages that cover up a lack in quality or freshness or which are deceptively large was the next category. It was mentioned by 6% of respondents. Four percent mentioned packages that spill after they are opened.

But these comments offer more than a tabular account of pet peeves.

(continued on page 44)

... I doubt that many women are convinced of the value of 'specials.' I feel that a bin full of stewed tomatoes, or anything for that matter, is not a good value. There must be a reason for the special, and quite often it is the package—either damaged or in some way undesirable. Then, even the contents can be bad. I recently bought four cans of string beans for a ridiculously low price. When we ate them, or tried to, they were so stringy they had to be thrown away. Why is it that you seldom see a familiar name package in the special bins?"

"That's a good point," we replied as the cuckoo clock claimed another 45 minutes. "Do you have any hobbies?"

"Well, the children take care of that pretty well, but we all do go along with John on his fishing days at the reservoir. Don't mind that odor—the neighbor picks the darndest times to burn his trash."

► After wiping up the frozen strawberries and powdered chocolate we spilled in taking two of the photographs, we asked Mrs. Dudra how active she is in civic affairs.

"The PTA demands a fair amount of our time; I was president one year. Then, John belongs to the Moose and V.F.W. For a while there I worked with blood donors, although I'm somewhat anemic myself."

While the photographer changed film, Mrs. Dudra retired to the back porch to issue several interim directives to Rod and Crystal ("... any other time, you'd want to stay outside!").

Back in her spacious kitchen she confessed that "I won't buy a thing that isn't clearly marked in a super market. Often I go through several cans or boxes until I find one on which the price is quite clear. An awful lot of packages just do not show off the stamped prices. Occasionally I even take other brands."



JOHN RODNEY RAN OFF to play, but the rest of the Dudra family poses happily for the SM photographer. From left: Mrs. Dudra, Crystal, Mr. Dudra and Donna.

As the flash caught her tussling with some uncooperative sardines, we asked her for her favorite TV shows.

"We never sit down for a session before the TV," she replied. "We watch it for specific shows. In our case, it's 'The Alaskans,' 'Perry Mason' and 'As The World Turns.'"

"And the news reports?" we pressed on.

"I don't read or listen to very much news. I do try and catch it on TV

because it's short and to the point. Things are so bad in the world that I'd rather not become too involved in the details."

Rain drops rippled the placid surface of the Dudra birdbath and our Typical American Homemaker instinctively checked the backyard for her children. They were oblivious to the pelting drops.

Taking advantage of another film (continued on page 46)



## FOOD PACKAGES as housewives see them

(continued from top of page 43)

When they are viewed individually, along with homemakers' additional comments written at the end of the questionnaire, they afford a rounded picture of how the American housewife feels about the packages she buys, the people that make them and her desires for the future.

For example, many housewives feel that packages are first tested by ham-handed ex-prizefighters whose findings determine how the package is to be opened:

"So few packages are prepared with the housewife in mind. One needs to be armed with all sorts of extra paraphernalia to open them. What a waste of time and effort."

They are annoyed by:

"...the packages that are supposed to rip open easily, but rip off my nails instead."

"...the nail-breaking cardboard carton that is supposedly easy to open."

"...the packages that say push lightly with thumb to open and my thumb isn't strong enough."

"I like screw-tip lids that are not too large to be grasped. My hands are small and I have a difficult time loosening some. I sometimes find plastic bags so well sealed a knife is needed to tear them open."

Many of the respondents get angry about certain package characteristics, like cans that open with a key:

"Pet peeve: key openings. I get so mad!"

"...keys on any cans. Why do they?"

Or packages that are too big for their contents:

"Please—just stop putting such small amounts in such large packages—it's not fooling anyone (for I'm sure when one opens the package and it's only half full he or she knows it). Big packages take a lot of space that could be used for something other than half-filled boxes."

"People who buy half-full packages don't mind the money as much as they mind feeling cheated."

And some homemakers don't like the promotional offers that grace many packages:

"I hate premiums and extraneous goop on the outsides."

"Don't like all the gimmicks advertised on cereals just to get kids to tease. Most could be bought in the dime store cheaper."

"I don't enter contests. Why should I help pay for someone else's new car or fancy vacation?"

But many housewives do make specific objections in their comments:

"I wish they would make it easy to open Pet Milk."

"I've found that the larger-size baking powder cans are unhandy to use when half or more has been used, as the measuring spoons are so short handled."

"Mother's Oats is the oldest fashioned package I use. I do wish they would change."

"I hate frozen fruits in square metal ended cardboard packages that spout when defrosted and opened."

And, although these are fairly rare, some women are very definitely un-



**NEW BIG HANDLES** on heavy bleach bottles were mentioned frequently because they reduce danger of dropping, spilling. Can be used with one hand.

complimentary to packaging—or, at least, a little hard to please:

"Packages should be made easier to open in nearly all instances. They are glued or stapled too tightly or are not perforated enough to tear easily. Many pouring spouts are needed. Cans need to have a simpler, easier method of opening than cutting."

"I am fed up with each product coming in its own size and shape. It would be less interesting perhaps, but much more efficient."

"There is too much difficulty in



**NEW BABY FOOD JARS** with quarter-turn caps were often mentioned favorably. Housewives liked them because they can be closed tightly for storage.

opening too many containers."

"Why do they say 'keep this side up' and put the directions on the bottom?"

But all in all, most of the housewives are pretty happy with packaging:

"A word of thanks to all the package designers who do such a very good job."

"I think packaging improves by leaps and bounds over the years. Generally I am well pleased. Plastic is wonderful."

"Foil has added to the beauty of shopping and storage. I enjoy pouring spouts and new foods that can be served with little preparation. Those heated in the package are delightful."

"I feel mighty fortunate to live in the day and age of plastic! Fresher foods and just as reasonable."

"I enjoy purchasing new packaging—it's usually an adventure! It is a pleasure to see the convenience or ease a small change can make. We all should take time occasionally to enjoy our shopping tours—it's truly a wonderful privilege, when we think of the few choices or conveniences our grandmothers had. And I am grateful for the opportunity to be a participant."

Some homemakers even try to be helpful:

"Condensed milk would come out better, I think, in a squeeze-type bottle."

"Why don't they put Tide in a plastic bag in the large home laundry size box? It's much less messier, especially when you get to the bottom of the box."

"I would like to see things like peanut butter and jelly in plastic. The children love to make their own sandwiches and the jars like to slip out of their hands."

"Why don't they divide packaged



## (What are your chances of winning?)

Welcome to the biggest, brainiest contest of the century—an \$11 billion advertising battle for the minds and money of America's families. Any idea where *you'll* be when the prizes are handed out? In the winner's circle—holding the jackpot? Or out in the cold—holding the bag?

Your chances of winning are better—much better—if you pick a *winning* medium. A medium that knows how to win friends (and influence customers). A magazine that knows the score—and scores high with its readers. In a word (or four): The Saturday Evening Post!

The average Post reader sees your ad page more than just once . . . 37% more times, in fact, than the same ad in the other big weekly. (There's no extra cost for the extra exposure!) And when men and women see your ad a second time, they learn more about your product. Respond *faster*!

Our conclusion (in 25 words or less): your message in the Post is seen . . . by the right people . . . with high frequency. Don't wait. Enter *your* advertising in the Post today!

**YOU GET THROUGH TO PEOPLE  
(INFLUENTIAL PEOPLE) IN THE POST.**





cake mixes so one can bake a small cake?"

Today's packaging is generally liked by the homemaker. But there is still plenty of room for improvements. And, when those improvements have been made, modern technology will point to still more improvements that can be made. Perhaps this housewife sums up today's packaging as well as any: "Some present packaging is excellent, some is extremely bad." ♦ KMR

## Typical American Homemaker

(continued from page 45)

change, we asked her "And what else bothers you about your super market?"

"Oh, gossipy check-out employees, sloppy sacking of the groceries (imagine sugar packed on top of hamburger rolls!) and shelves where the products are just too high on the pile for a woman's reach." (Piercing cries waft in the open window: "Donna, where's my puppy?" cried an angry Rod.) . . . "And then, those odd displays stacked on the floor every ten feet or so. Pushing a basket

► The conclusion of Part III marks the end of the 3-part Sales Management—National Family Opinion study of packaging likes and dislikes.

If you missed Part I or Part II of this important series, or would like the whole series bound together in easy-to-keep form, booklets containing reprints of all three parts are now available for \$1.00 each from: Readers' Service, Sales Management, 630 Third Ave., New York 17, N. Y.

really becomes a chore. . . . Rod! I said you cannot come in!

"I'm not fooled either, by their marking items three for 33 cents. One manager even told me that he can boost sales of a product by marking them that way. Why do manufacturers feel they must sell everything '3-for,' or '4-for,' etc.? As far as I'm concerned, it's some kind of buying pressure on me and I don't like it."

With melting Jello, battered containers, mountains of detergent suds and her husband now on the scene, we fired our final questions: "How about the children," we asked, "do they show any preference for certain packages?"

"And how," Mrs. Duda countered. "Our 14-year-old hates one-gallon milk bottles. After several spills, she refused to handle them anymore and I have to do the pouring. Six-year-old John Rodney, on the other hand, thinks the small, individual cereal boxes are wonderful. I believe he eats more cereal just because of them."

"And two-year-old Crystal?" we quipped.

"Oh, she has one pet hate, she can't get the wrappers off her lollipops."

On a final tour of the Duda household, we noticed a sewing machine ("I sew for the kids until they get too particular . . ."), a wringer washer ("Yes, it works swell!") and the fact that a lot of careful remodeling had been done around the house ("We do it all ourself, you know . . .").

Outside, Rod was "bang, banging" at some intruder; Donna was still searching for Crystal, and Mr. Duda was beaming over his Typical American Homemaker.

With tripods, cameras and notepad carefully stuffed into our not-so-typical Valiant, we waved good-bye to the Dudras and rolled northward—the first drops of an autumn shower dotting our windshield. ♦ RAK

## Greensboro—GREEN THUMB OF THE NEW SOUTH'S MARKETS

### In the Top 20 in Total Retail Sales

### General Merchandise Sales Grow Faster in Greensboro

In category after category, Greensboro stands out among the NEW South's top markets—ahead of Charlotte, Jacksonville, Norfolk-Portsmouth and closely following top markets like Louisville and Birmingham. Enter this thriving market through the Greensboro News & Record—the only medium with dominant coverage in the Greensboro Market and selling influence in over half of North Carolina. Over 100,000 circulation; over 400,000 readers.

Greensboro—In the Top 20 Retail Markets of the South and in the Top 100 of the Nation.

Write on company letterhead for "1960 Major U. S. Markets Analysis" Brochure of all 300 Metropolitan Markets.

# Greensboro News and Record

GREENSBORO, NORTH CAROLINA • Represented Nationally by Jann & Kelley, Inc.



# Who of all these people are really customers for you?

*19 studies describe the  
real prospects among the major  
business and consumer markets  
in America today*

There is now available, for companies and advertising agencies alike, a wealth of new information about the nature and size of major markets in this nation today.

This information emerges from a series of studies which "U.S. NEWS & WORLD REPORT" has conducted, not among its subscribers, but among national cross-sections of owners and buyers in America.

The findings, available in film strip form, tell how big these markets are, describe the characteristics of owners and buyers, and give facts and figures about buying activity during the past 12 months.

We believe these studies perform a valuable and useful service to companies and advertisers in many different fields. For those of particular interest to you, call the "U.S. NEWS & WORLD REPORT" advertising representative nearest to you. He'd be happy to give you a showing.



## U.S. NEWS & WORLD REPORT

America's Class News Magazine

Now more than 1,175,000 net paid circulation

Advertising offices: 45 Rockefeller Plaza, New York 20, N. Y.  
Other Advertising offices in Boston, Philadelphia, Pittsburgh, Cleveland, Detroit, Chicago, St. Louis, Los Angeles, San Francisco, Washington and London.

### THE STUDIES REPORT THESE KINDS OF MARKET FACTS

1. Size of total market.
2. Ownership, and buying activity in the past 12 months.
3. Characteristics of owners and buyers such as: occupations, incomes, assets, education, age, family status, home ownership, etc.

*Also included are some facts about the readership of 14 major magazines by these owners and buyers.*

### Film strips available

THE BUSINESS MARKET TODAY—BIGGER THAN EVER,  
TOUGHER TO SELL THAN EVER  
TODAY'S OWNERS AND BUYERS OF CORPORATE STOCK  
THE MARKET FOR NEW CAR SALES TODAY  
THE MARKET FOR NEW COMPACT CARS TODAY  
(Available shortly)  
TODAY'S BUSINESS TRAVELERS BY PLANE,  
TRAIN AND SHIP  
TODAY'S VACATION TRAVELERS BY PLANE,  
TRAIN AND SHIP  
TODAY'S CUSTOMERS FOR NEW AUTOMOBILE TIRES  
TODAY'S CUSTOMERS FOR CAR RENTALS  
TODAY'S CUSTOMERS FOR SCOTCH WHISKY  
TODAY'S CUSTOMERS FOR BOURBON WHISKY  
TODAY'S CUSTOMERS FOR HOME AIR CONDITIONING  
TODAY'S CUSTOMERS FOR HI-FI AND STEREO

*Also available are findings from studies which examine the nature of the markets for gin and vodka, dishwashers and disposers. To be available in the near future are studies covering the market for ordinary and group life insurance, for mutual funds, for savings and loan shares, and for domestic and imported wines.*

# EXPANSION

# NEWS REPROGRAMMING

# INFO

Brand new: Lively, five-minute features every day, 43 programs a week. These combine intriguing ideas and people, like "Your Man in Paris" with David Schoenbrun, "A Woman's Washington" with Nancy Hanschman. Others present Charles Collingwood, Douglas Edwards, Zachary Scott, Myrna Loy, Alan King and many more. Long-time CBS Radio information and cultural programs continue, of course, including "Capitol Cloakroom," "Invitation to Learning," "New York Philharmonic," "Face the Nation."

# SPORTS SPECIALS

# PERSPECTIVES

More good company than anywhere else in radio. There's just one place to find a regularly scheduled all-star lineup that includes Arthur Godfrey, Art Linkletter, Garry Moore, Bing Crosby, Rosemary Clooney, Mitch Miller, the colorful new "In Person" program nightly featuring Ron Cochran and people in the news. They're all on the CBS Radio Network.

The CBS Radio Network announces  
for the '60s: an expanded program  
structure, new audience appeal and  
selling opportunities seven days a  
week—all starting November 28th.

Now CBS Radio becomes the first network  
to present ten minutes of news on the hour.  
This means more complete coverage, by the  
top news team in broadcasting. In addition:  
Edward R. Murrow, Lowell Thomas, Allan  
Jackson, Howard K. Smith, Robert Trout,  
"World News Roundup," "World Tonight"  
on a regular schedule, plus the unrivaled  
coverage of special events by CBS News.

Ten more weekend sports programs are  
scheduled as ex-Yankee Jerry Coleman joins  
Phil Rizzuto and Pat Summerall in provid-  
ing knowledgeable sports reporting all  
week long, 52 weeks a year. And important  
events—big Bowl games, the full New York  
Giants football season, horse racing's  
Triple Crown, the Masters Golf Tourna-  
ment—are all on the CBS Radio Network.

Only the CBS Radio Network offers advertisers such a range of selling opportunities, morning to night, seven days a week. From a single segment of Arthur Godfrey to a full-scale saturation campaign. For years, this network has been first in programs and audiences. Now the expanded schedule means even greater leadership. And more reason than ever to use the tremendous selling power of

# ONLY

## THE CBS RADIO NETWORK







# Sales Orders Bounced off A Satellite!

**The exciting story of "Speed Mail"—a new, low-cost method of communicating selling information in minutes. It's being developed by the Post Office, could be a reality in the '60's.**

Light your pipe, elevate your feet, and let's do a bit of dreaming about business communication techniques of the future. Some startling things lie ahead, like orders from your salesmen in the field being bounced off a satellite and reaching your desk only minutes after being signed, at a cost of only pennies.

Blue sky stuff, you say? Of course it is, but chances are it will come to pass.

Already this sort of thing is being done on an experimental basis by the U.S. Post Office Department. Postmaster General Arthur E. Summerfield stated recently: "We no longer regard

By BERT MILLS  
Washington Editor

it as visionary that letters—signed and sealed—will be transmitted at distances of up to 3,000 miles by facsimile, by means of bouncing microwave messages off an artificial satellite—in much the same way that telephone people envisage the future use of satellites for intercontinental communication."

"Speed Mail" is the name the Post Office has given to its proposed facsimile service. The ultimate aim is high-speed transmission of letter mail

between the 44,000 Post Offices, branches, and sub-stations, at a speed of 180 pages per minute. Machines now being tested operate at one-third that pace.

Special paper is used for a typed or handwritten message, which is unsealed by machine, the message transmitted and received at its destination, reproduced on paper and sealed in a window envelope—all without the contents being seen by the human eye.

While plans call for linking at least all major postal installations when demand requires, business firms will probably install equipment in their

# EXHIBITS SCHEDULE

FOR 1961-62

Complete index to all trade and industrial shows in United States and throughout the world. This is the master reference list used by exhibiting companies, governmental departments and all others interested in where and when what exhibits are scheduled.

Available by subscription only —\$25 a year. Money-back guarantee if you are not satisfied.

Order your copy now—  
just off press.

**EXHIBITS SCHEDULE**  
1212 Chestnut Street  
Philadelphia 7, Pa.

Published by Sales Meetings Magazine

Cuisine Exquise . . . Dans  
Une Atmosphère Élégante



575 Park Avenue at 63rd St.  
NEW YORK

Lunch and Dinner Reservations  
Michel : Templeton 6-6490

own offices, thus eliminating the time lag for message delivery on both the sending and receiving end. Occasional users could rely on Special Delivery service for extra speed in the absence of their own equipment. While primarily intended for business use, service will be offered to all comers, including individuals.

At its present stage of development, "Speed Mail" is limited to 8½ in. by 11 in. sheets of paper. Before long the machines will be able to handle blueprints, order forms, contracts, drawings, or anything else that can be inscribed on paper. Photographs are already possible, with reproduction quality comparable to radio photos.

"Speed Mail" will be a far cry from facsimiles now available commercially. The P.O. uses broad band television microwave circuits. The type of facsimile service which Western Union supplies to about 200 business concerns uses telephone lines, and the rate of transmission is six minutes per page. Transmission cost per page is about 15 times that of the microwave method. (Note: One private concern, the Denver and Rio Grande Western Railroad, is installing its own high-speed facsimile equipment, and expects to begin operations next month.)

► Imaginative sales executives will have little trouble conjuring up their own images of how "Speed Mail" might be utilized on their job. Just to start the brain cells clicking, here is an imaginary scene from 1965:

Joe Sellmore covers the Southwest for Eureka Engineering Co., which makes a long line of industrial products, some made to order. Joe is in-

volved in a highly competitive situation, with a million-dollar order at stake, for some complicated cooling equipment to be installed in a new factory. Joe sits down in Houston with the prospect's purchasing v-p.

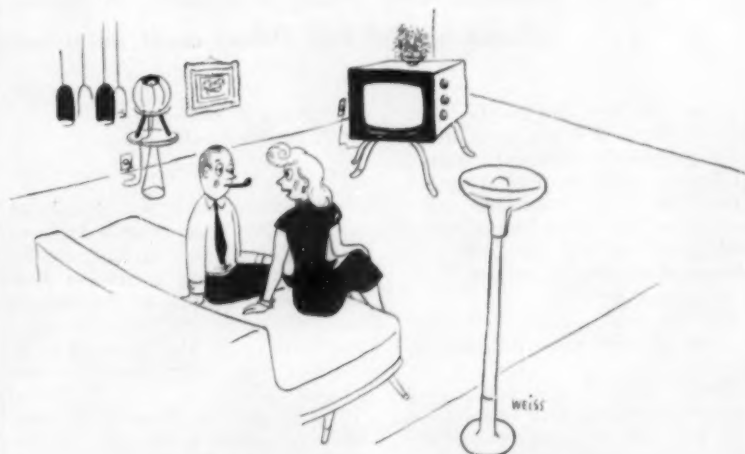
The v-p is a tough cookie, asks a lot of technical questions which Joe can't answer, wants assurances of fast delivery that Joe can't give, and insists on a firm price quotation.

Joe's newest selling tool is "Speed Mail." He listens to all the v-p's questions, frames a letter of inquiry to his sales manager in Philadelphia, dispatches it right from the customer's desk, gets all the answers by return facsimile before leaving the office, and closes the deal in minutes.

The 1965 date mentioned above is not guaranteed. Nobody can predict how fast "Speed Mail" will become a reality. Many factors are involved, not all of them technical. Congress will have to appropriate more research funds; surveys will have to be made to show that business wants and will use "Speed Mail"; and prices will have to be established which are within reason, both from the standpoint of the Government and users.

Postal officials dislike to discuss rates at this point. One writer said the cost would be 7 cents per letter, but officials will not confirm this. In any event, a volume business would have to be built up before the rate could be so low. Equipping a postal network with sending and receiving machines will take time and money.

But Postmaster General Summerfield is on record with this flat prediction: "The day is certain to come when the general public will have this service at postage rates little if any higher than at present." ♦



I thought the commercial was fine, dear. I said the show was lousy.

**Heating  
Piping &  
Air Conditioning**

JANUARY  
1961

**Featuring...**  
a Directory  
Section  
and Show Preview

Contents of this  
**BONUS-FOR-YOU** issue . . .

1. An alphabetical listing of all products used in the field, and manufacturers of each.
2. Names and addresses of all these manufacturers.
3. A listing of all known trade names with the product and manufacturer identified for each.
4. All products advertised in this issue are classified and listed. This guides readers to the ad pages where they'll find more information on what they seek.
5. Normal editorial content of a regular issue assures immediate cover-to-cover attention.
6. A COMPLETE SHOW SECTION previewing the 15th International Heating and Air-Conditioning Exposition, Chicago, Feb. 13-16.

# Be There . . .

**When they're ready to specify or buy**

*The Directory Section is the acknowledged reference work in the Industrial-Big Building field since 1934*

Nowhere will your advertising dollar go farther . . . accomplish more! This is an issue that is a right-at-hand reference for the engineers and contractors you must reach. (In a survey of these *all paid* subscribers, 96% report they keep it throughout the year, 75% refer specifically to its advertising pages.)

No wonder nearly 300 advertisers appear each year! Make sure you too will profit from this all-in-one January issue with a Directory Section, Show Preview, and regular editorial content. Start off 1961 impressively by using extra space for extra emphasis on your entire line. Regular space rates apply, December 10 closing date. KEENEY PUBLISHING CO., 6 N. Michigan, Chicago 2.



## SALES MANAGEMENT Announces A New

# DIRECTORY OF KEY PLANTS

Accounting for Half of All Value Added In U. S. Manufacturing for All Plants with 500 or More Employees

### It will show

- Plant Name
- Location by County  
Mailing Address  
State
- SIC Codes
- Product description
- Average Employment in 1959

### SAMPLE PAGE

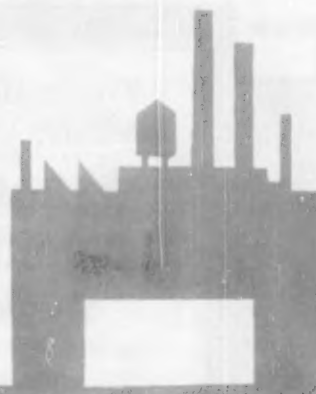
County	Plant Name	Address	State	Product	SIC Code		Emp (Th)
					Old	New	
Bay	International Paper	Panama City	Fla	Pulp Mills	2611	2611	.8
Bay	International Paper	Panama City	Fla	Paper & Bd	2612	2612	.8
Bradford	Humphreys Gold Corp	Lawley	Fla	Titanium	3339	3339	.5
Broward	Universal Concrete Pipe	Box 215 Dania	Fla	Pipe	3271	3271	.5
Dade	City Products	Miami	Fla	Ice	2097	2097	.5
Dade	Lawnlite	Box 97 Miami	Fla	Outdr furn	2514	2514	.5
Dade	Adams Engineering Co	Ojus	Fla	mtl furn	2514	2522	.5
Dade	Miami Daily News	Box 410 Miami	Fla	Newspaper	2711	2711	.8
Dade	Miami Herald Publishing Co	Miami	Fla	Newspaper	2711	2711	1.0
Dade	Maule Industries	Box 645 Miami	Fla	sand rock	3272	3271	.9
Dade	Ludman Corp	Box 276 North Miami	Fla	extrusions	3352	3352	.6
Dade	Noma Spray Div Noma Lights	Miami	Fla	sprinklers	3431	3431	.5
Duval	Jno Swisher & Sons	Jacksonville	Fla	Cigars	2121	2121	20
Duval	National Container Co	Jacksonville	Fla	Paper & Bd	2612	2612	.6
Duval	St Regis Paper Co	Box 910 Jacksonville	Fla	Paper & Bd	2612	2612	.5



No other directory covers all industries, and reveals employment in each plant, an item which in most directories is handled by code, or as in Census releases is generally blacked out. Yet only if you know how large a plant is can you estimate its potential to you.

In addition to the classification of plants by area shown above, we also show all plants in each 4-digit SIC Industrial category ranked in order of employment.

Here, for example is part of a sample page showing the ranking of plants in the aircraft industry (which incidentally is the industry having the largest plants in the nation.)



## SAMPLE PAGE

### INDUSTRY 3721-Aircraft

County	Plant Name	Location	State	Emp (Th)
King	Basing Airplane Co	7755 E Marginal Way Seattle	Wash	400
San Diego	Convair Div Gen Dynamics	3165 Pacific Hiwy San Diego	Cal	350
Sedgwick	Boeing Aircraft Co	Wichita	Kans	285
Los Angeles	Douglas Aircraft	3000 Ocean Pk Santa Monica	Cal	235
Los Angeles	Northrop Inc	1001 E Broadway Hawthorne	Cal	225
Los Angeles	Douglas Aircraft	Long Beach	Cal	200
Tarrant	Convair Div Gen Dynamics	Grants Lane	Tex	200
Baltimore	Martin Co	Middle River	Md	194

This directory, covering nearly 6,000 plants, was prepared after a year of intensive research by Dr. Jay M. Gould, Managing Director of MARKET STATISTICS, INC. and Research Director of SALES MANAGEMENT, and is being offered at a special prepublication price of \$48.00.

MARKET STATISTICS, INC.

630 Third Avenue

New York 17, New York

Gentlemen:

Date \_\_\_\_\_

Publication date November 15

Pre-publication price will hold until Dec. 31

Put us down for \_\_\_\_\_ copy (ies) of your DIRECTORY OF KEY PLANTS

The understanding is that we will be billed at the special prepublication price of \$48 for a single copy, \$40 each for two or more copies. (Regular price will be \$60 per copy)

Name \_\_\_\_\_

Authorized Signature \_\_\_\_\_

Mailing Address \_\_\_\_\_

Check Enclosed

Send Invoice

*Traffic Managers  
tell us:*

**Financial  
Responsibility**  
*is essential in  
selecting a carrier*

CHICAGO TRUCKING CO., INC.

...the ONLY direct coast-to-coast carrier

Our steady growth reflects the confidence our customers have in **DC**

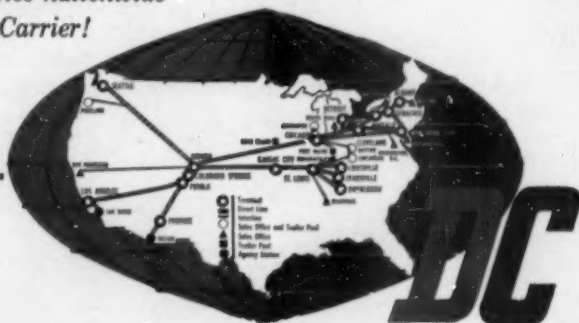
D-C has been serving its customers for almost 30 years . . . for the past 12 as the only coast-to-coast carrier. Our growth, year after year, reflects their confidence in us. It means that you, too, can specify D-C with the complete assurance that

*you're dealing with a financially-sound carrier . . . that your shipment, large or small, will get the care it deserves, backed by our full resources of men, equipment and facilities and the know-how that comes from long years of experience.*

*For the fastest and finest in truck service nationwide  
... always ship D-C, the Dependable Carrier!*



**DENVER CHICAGO TRUCKING CO., INC.**  
*the ONLY direct coast-to-coast carrier!*



### STRATEGY

why not sell to industry  
with consumer techniques?

A giant wholesaler and 13 manufacturers are joining in an unusual marketing program—to sell new lighting systems to business and industry with a consumer-product type of sales approach. . . . Prime mover of the promotion: the wholesaler, Graybar Electric. . . . Participants: General Electric's Lamp Division and a dozen well-known makers of lighting fixtures. . . . The target: an estimated \$5-billion market in modernizing hard-on-the-eyes lighting systems in offices and plants built before 1950. . . . The program: a Lighting Action Plan aimed at teaching electrical contractors how to merchandise lighting fixtures and systems to commercial and industrial users as simply as consumer appliances are sold.

The campaign is being launched nationally by more than 1,600 Graybar salesmen and the marketing manpower of participating manufacturers and 200 electric utilities. The drive will be backed by heavy advertising and promotion throughout '61. . . . The program will provide thousands of contractors with a complete package of sales and training aids dealing with lighting requirements, fixtures, and the market. Key device in the kit is a new light meter which shows directly, without computation, recommended minimum lighting levels for different types of buildings. . . . This ambitious project was more than 18 months in planning. Graybar worked with manufacturers in designing new lines of lighting fixtures. Today, when wholesalers in many industries are accused of slacking off on the selling effort, at least one wholesaler is molding new marketing techniques by spearheading a cooperative industry-wide sales drive.

### SELLING

new competition  
in photo-copy race

Competitors in the rugged photo-copy race are eyeing two important developments. . . . Royal McBee is off to a solid start with its Royfax photo copier. Unveiled at a private showing in March, Royfax (\$220) is now being sold aggressively by all Royal major offices as well as 300 franchised distributors. Sales and service training was completed last month; a major ad campaign is getting under way. Royal is counting on its long experience in designing and selling office systems to be its key to success. "It will only be a matter of time," claims H. C. Davis, senior v-p of marketing, "before we seriously challenge the present leaders in this expanding market"—a market he puts at \$500 million by '65.

A second competitive twist: American Photocopy Equipment has come up with its new Electro-Stat—a compact, desk-top copier using an electrophotographic technique (similar to Haloid-Zerox's process for larger machines). Made for APECO by Seeburg Corp., the high-price (\$1,495) machine is dry-type and reproduces all colors and tones—while most other desk-top copiers are much lower priced but either require developing solutions or are limited in reproduction ability. The Electro-Stat is aimed at big-volume users.

## FAIR TRADE

can out-of-state firms  
enforce resale prices?

Another precedent-setting decision on "fair trade" is expected from U.S. Supreme Court this term. Docketed for review by the high court is a New Jersey state court ruling against Eli Lilly & Co. The outcome will concern all fair traders. It could even establish a rule of law that will affect all marketing. . . . The Jersey court held that a manufacturer could not enforce minimum resale prices unless the firm is registered to do business in the state. Lilly contends that a Constitutional doctrine followed by most states prohibits a state from requiring out-of-state firms to obtain authority to transact business within its borders. The objection to registering, of course, is the likelihood that local taxes will be imposed.

The Supreme Court dealt fair trade a damaging blow earlier this year by ruling in the Parke, Davis case that manufacturers could not use wholesalers and other retailers to punish a cut-rate seller (SM, April 1, page 56). If the upcoming verdict goes against Lilly, fair traders may be discouraged from seeking further rulings from the Supreme Court. (It will be recalled that back in 1951 the high court practically torpedoed fair trade, only to have Congress pass a new enabling act.)

## SPEED

machines-plus-phones  
cut costs, speed service

More companies are streamlining the often inefficient task of transmitting and processing field sales data. . . . Now, Hardware Mutuals-Sentry Life insurance group is putting in the largest Data-Phone (Bell Telephone) system used by business to date. It will link the company's headquarters in Stevens Point, Wis., with 32 sales offices throughout the U.S. . . . The objective: to improve customer service, reduce operating costs, and benefit from greater efficiency and speed in obtaining current marketing, economic and financial data for management decisions. . . . The method: Data-processing machines are permitted to talk with each other, long-distance, much the same way that humans do. Compact Data-Phone sets are placed between the business machine and the telephone at both sending and receiving locations. A regular phone call is placed; then, with flip of a switch, the machines do the talking. The system handles information from any media: punched cards, paper or magnetic tape—even handwriting and diagrams.

## MISCELLANY

pay TV . . . leisure time . . .  
ready-to-buy consumers

Insiders expect Federal Communications Commission to okay the nation's first major pay TV experiment. The Hartford, Conn., test would be a 3-year, \$10-million effort backed by Zenith Radio and RKO General. . . . New facts on how Americans spend their leisure time are being uncovered by Census Bureau, under contract with the Outdoor Recreation Resources Review Commission. The leisure-time study covers all four seasons of the year, with personal interviews of 16,000 households. Results are due for publication in September '61. . . . Special class of ready-to-buy consumers: the 13-million Christmas Club members now receiving checks totaling \$1 1/2 billion. But the Christmas Clubbers plan to spend only 30% for Christmas; hang on to 51% as savings; put 19% into paying taxes and year-end bills.





## Knott's Berry makes it...LOOK sells it

"Our exclusive campaign in LOOK spearheaded the opening of new markets throughout the West and was the key factor in the complete sell-out of our entire crop of Knott's Berry Farm Frozen Boysenberry Juice," reports George Drnek, Sales Manager of the California Frozen Juice Company.

With an exclusive series of ads in LOOK Magazines 5, 6 and 7, Knott's Berry Farm Frozen Boysenberry Juice was introduced to the entire area west of the Mississippi River this spring. Some markets were sup-

plemented by local radio and newspapers.

"However, there were many key Western markets," points out Mr. Drnek, "in which LOOK is, and has been, the only medium used. Kansas City, Dallas, St. Louis, Des Moines and Albuquerque to name a few. In each case, our ability to gain wide-spread distribution, immediate consumer acceptance and complete sale of our entire stock of boysenberry juice is directly attributable to our LOOK campaign."

In the past five years, LOOK has gained more advertising revenue and more advertising pages and more circulation than

any other magazine in its field. One reason for this vitality is LOOK's outstanding record in producing results. For LOOK means sales.



JOHN NEVIN BAUMAN

## DYNAMARKETER

# The Gentleman Truckster

By LAWRENCE M. HUGHES  
Senior Editor

"Put your prospect on a pedestal: When people become buyers, they have practically their only opportunity to play king—to exercise freedom."



# at White

To sell trucks, you don't have to swashbuckle.

A quiet, courtly minister's son named John N. Bauman personifies the fact that the brawny trucking industry is "growing up" in more than physical size, and that empathy with customers can be established without carefree camaraderie.

Among members of American Trucking Associations, meeting recently at New York's Waldorf-Astoria, the president of White Motor Co., Cleveland, stressed instead the "engineered sell." He could greet customers with one hand while he slowly nursed a tall whisky with the other. And he talked in specific terms of meeting their needs.

In this rugged industry, against really rugged rivals, Bauman has found ways to gear White for a growing share of the heavy-duty (26,001 pounds and more) truck market. Already, White has moved up to the No. 2 spot, behind International Harvester. Mack Trucks, General Motors, Ford and others follow.

(To meet Harvester on still another front, White has just acquired the farm machinery assets of Oliver Corp., Chicago.)

► John Bauman has sold trucks almost since the days of White "steamers." Now 61, he started on the retail floor in 1922. For 20 years he was v-p for sales. In this capacity, and now as president and chief executive officer, he has sent White's sales soaring to \$333 million. In the last decade, when intercity ton-mileage by truck more than doubled, White's sales more than trebled.

And though he has led in tailoring trucks to a wide variety of prospects, he has always realized that personal counts, too.

For SM John Bauman once wrote a piece on the importance of "the first ten seconds": To win confidence, "a good salesman always looks his prospect in the eye on meeting." He mentioned one of White's most successful fleet salesmen who "can tell you the color of the eyes of every truck operator he calls on."

He also urged: "Put your prospect on a pedestal: When people become buyers, they have practically their only opportunity to play king—to exercise freedom."

But especially he emphasizes the "engineered sale." A graduate engineer (with a Bachelor's degree from Bucknell and a Master's from U. of Michigan), he spends a lot of time with White's engineers, getting trucks designed and built to meet the operating conditions of customers in scores of industries and getting White's sales people, at all levels, to know and meet customers' problems.

In the 60 years since this company's first little steam-powered delivery vehicle started chugging, some 1,800 makes of trucks have come and gone. White itself has picked up such brands as Autocar, Diamond T, Reo and PDQ (Pick-up-Delivery-Quick). But Bauman points out that in a sales rise from \$102 million to \$333 million in the 1950-59 decade, only \$75 million of the current total

was "acquired." More than two-thirds of this gain stemmed from research and sales creativity.

The Oliver acquisition would add about \$90-million volume.

Meanwhile, White is spending a record \$6 million annually for research and development. Through 36 company-owned sales and service branches (most of them in biggest markets), 200 distributors and 400 dealers in the U.S., five branches and ten distributors in Canada, and sales and service dealers in 70 other countries around the world, Bauman is stepping up salespower.

"In our own domestic branches," he explains, "we now have about 200 salesmen. In addition, our 20 territory managers help distributors and dealers to train their salesmen."

Though a single sale can be substantial, the annual sales and service volume is spread over thousands of customers. The average price of one of White's trucks is \$9,000, but the range on one Autocar goes from \$3,500 to \$30,000.

Other than the Government (Reo and Diamond T supply combat vehicles for the armed forces), the average annual volume per customer comes to about \$1 million. "Our largest 'commercial' order last year," Bauman says, "was \$13 million from a Texas-based carrier. (You may be sure that I got in on that!) But many of our customers still buy just one truck at a time."

Though White tailors to meet the needs of virtually all industries, its biggest customer groups, in order, are certified and contract carriers, the construction industry, petroleum, and chain-store and wholesale food companies. All customers seek long and efficient, low-cost truck life. Bauman boasts: "Our trucks are built for 500,000 miles or more. A modern diesel (of White's Superior Division) will go 250,000 miles without a major overhaul."

► At the same time the president works with his engineers to reduce cab weight with such materials as fiber glass, and to compress drive-and-power units to offer customers more cargo space, under the still very varied state-to-state weight and size limitations.

He is not worried about the effect on motor trucks of some recent trends toward piggyback and fishyback (motor trailers transported on railway flatcars and on barges). White counters with "highway trains." Already, Massachusetts and New York State toll roads permit one tractor to pull three semi-trailers—to an over-all length of 98 feet and a gross weight of 127,400 pounds or 64 tons. Midwestern toll roads are testing the effects of even bigger and heavier combinations.

Under the Federal Aid Highway program, today's 12,000 miles of 4-lanes-and-more divided highways would multiply five-fold in 15 years. The trucking industry expects the ton-mileage of intercity motor carriers to expand from 290 billion in 1959 to 640 billion in 1969. (That year will be the centennial of the first coast-to-coast railroad!)

(continued on page 62)

# 4

## INCOMPARABLE CONVENTION AND SHOW CENTERS IN THE SOUTH

- ★ Central Locations
- ★ Flexible meeting space
- ★ Heavy duty facilities
- ★ Visual and acoustical devices
- ★ Excellent banquet facilities
- ★ Guest rooms—modern decor. TV
- ★ Hotels 100% air-conditioned
- ★ Ample garage facilities
- ★ Superb restaurants



**DINKLER PLAZA**  
ATLANTA, GA.

Meetings • 25 to 2000  
Banquets • to 1500  
Guest Rooms • 600



**DINKLER-TUTWILER**  
BIRMINGHAM, ALA.

Meetings • 25 to 1800  
Banquets • to 1300  
Guest Rooms • 450



**DINKLER-JEFFERSON DAVIS**  
MONTGOMERY, ALA.

Meetings • 15 to 350  
Banquets • to 275  
Guest Rooms • 250



**DINKLER-ANDREW JACKSON**  
NASHVILLE, TENN.

Meetings • 40 to 400  
Banquets • to 350  
Guest Rooms • 400

WRITE SALES MANAGER  
AT THE HOTEL OF YOUR CHOICE  
FOR COMPLETE CONVENTION BROCHURE.

Carling Dinkler  
President  
Carling Dinkler Jr.  
Exec. V. P.

## DINKLER HOTELS

FOR INFORMATION  
OR RESERVATIONS

NEW YORK: Murray Hill 8-0123  
WASHINGTON: Executive 3-6481  
CHICAGO: Mohawk 4-5100  
DETROIT: Woodward 2-2700



JOHN NEVIN BAUMAN (continued)

## DYNAMARKETER

But John Bauman would rather talk about "cooperation between carriers." He is silent about what some 18 or 20 million trucks (and millions of trailers) might then do to the railroads. And he is unworried about the effects of airfreight—which then would account for "only 0.3% of the ton-mileage anticipated by all forms of transportation."

In fact, White does its bit to keep the jets flying: It now provides trucks capable of pumping "10,000 gallons of jet fuel into huge jet planes in less than 20 minutes."

The growth of truck transportation has brought no trend toward monopoly. Though the number of domestic trunk airlines is now being cut to ten, and the Class 1 railroads to about 100, some 18,000 trucking companies still travel between states.

► Despite the diversity of prospects and problems, White's sales people are not "industry specialists." A pioneer in sales training in this industry, Bauman shows that "we use two methods: (1) We get the salesmen to understand the application of motor trucks to customer requirements and to state laws, and (2) we show them our product advantages."

"On highway jobs, for example, we tell them why our trucks will do more work on long-line hauls without overloading any axle. On all jobs, we sell money-making time."

White provides salesmen with detailed charts to help fit products to needs — and, if need be, to revise the products. Bauman says that "at least half of all our people are capable of applying them. These include all territory and branch managers, and increasingly, distributor and dealer people."

The company has a low rate of turnover among salesmen. They seem to grow with age and experience.

Our breakfast was interrupted by a call from a veteran who was retiring, but who still wanted to keep working on some accounts. Bauman said that he could.

White acquired Oliver, Bauman says, for its "potential earning power." In recent years Oliver's farm equipment volume has ranged between \$75 and \$88 million, but its profit picture has been less steady. Oliver will be operated as a separate subsidiary, with separate distribution. Bauman believes that "we can give Oliver more resources and stability, as well as financial guidance. Five of our key people will sit down with them once a month."

► Bauman expects to spend a considerable amount of time on the new subsidiary. He also points out that "we've been building middle and higher managers for the last 15 years. We now have a strong management group. Some of them will help Oliver. But probably we'll name an Oliver man as president."

"Oliver is our largest acquisition. We intend to make a go of it before we even consider taking on any others."

But White, at least, can afford to look. In the last decade its after-tax earnings have more than trebled to \$14.2 million. An average of two-thirds of these earnings has been plowed back. Working capital has mounted steadily to \$100 million.

In contrast with some of its rivals, this Cleveland outfit is still small fry. But it may be worth noting that, in the first four years of John Bauman's presidency, White stepped up sales more than 50%. In this period Ford Motor's sales rose about 17%, Harvester's were ahead about 9% and GM's less than 4%. After 60 years, it would seem, White still has a lot of steam. ♦

### REPRINTS AVAILABLE

### FOOD PACKAGES as housewives see them

The entire three part series is now available in one easy-to-keep form, bound together as a 24-page booklet. Price is \$1.00. For copies write: Readers' Service, Sales Management, 630 Third Ave., New York 17, N. Y.

Sales Management





## There are many keys to Canada

The one that opens the biggest door is Weekend Magazine and its French language edition Perspectives.

It is your welcome entry into 1,880,000 homes every week — four out of ten of *all* the homes from coast to coast.

What's more, Weekend Magazine/Perspectives is read and re-read over the weekend when the family is together and most buying decisions are made.

Weekend Magazine/Perspectives is truly Canadian in editorial content and in home penetration through the 35 newspapers which carry it to its millions of readers. It has the friendly,

informative, entertaining character Canadians want and *to which they respond*.

Recognition of this is the fact that, year after year, advertisers invest twice as many advertising dollars in its pages than in any other Canadian magazine. To reach the vast \$15,000,000,000 Canadian market, the power of print is required and the biggest single selling force in Canada is Weekend Magazine/Perspectives.

Are you using the right key to Canada?

Represented in the U.S.A. by O'Mara & Ormsbee  
—New York, Chicago, Detroit, San Francisco  
and Los Angeles.

***The biggest single  
selling force in Canada***





### The Art of Balance

... The Knight fell heavily on the top of his head exactly in the path where Alice was walking.

"I hope no bones are broken?"

"None to speak of," the Knight said ... "The great art of riding, as I was saying, is—to keep your balance properly ..."

Proper balance in direct selling and advertising is important, too! Publications used to carry your sales message should be in tune with your sales objectives and markets.

Rather than detail here a *wonderland* of superlatives or a *numberland* of statistics, we ask you to take the time to talk to your PRODUCTION representative—or write us direct for details on how PRODUCTION can help you.

You'll be *impressed* with the exciting "firsts" and "onlys" in circulation policy, the challenges made regarding readership, and the effective balance of market penetration!

PRODUCTION is probably the most effective industrial magazine in America today. It can prove to be an exciting supplement to your direct sales efforts in 1961—and at no increase in cost!

---

## PRODUCTION

*the magazine of manufacturing*

Bramson Publishing Company, Box 1, Birmingham, Michigan

# Out Go the Distributors — And Up Go the Sales

**The No. 3 maker of outboard motors eliminated its distributors, hired and trained its own factory sales force. Now sales are up, costs down, and it has the best dealer organization yet.**

Suppose you're the chief sales executive of a big, successful manufacturer of outboard motors.

Your company is the third largest in the industry. It's one of those much-talked-about "leisure" industries. Total outboard sales are taking an upward path. And your company is steadily enlarging its share of the market.

You are selling through distributors to dealers. Virtually all of your major competitors are selling with their own sales forces direct to dealers.

The question: Do you stick to the status quo? After all, you're doing well. You're hooked to one of the biggest, growingest markets of all.

Or do you fire the distributors and switch to your own factory sales force? It's something of a gamble. It means hiring and training salesmen and field sales managers. But this could improve your profit margin; it could help you do a more effective job of selling and servicing.

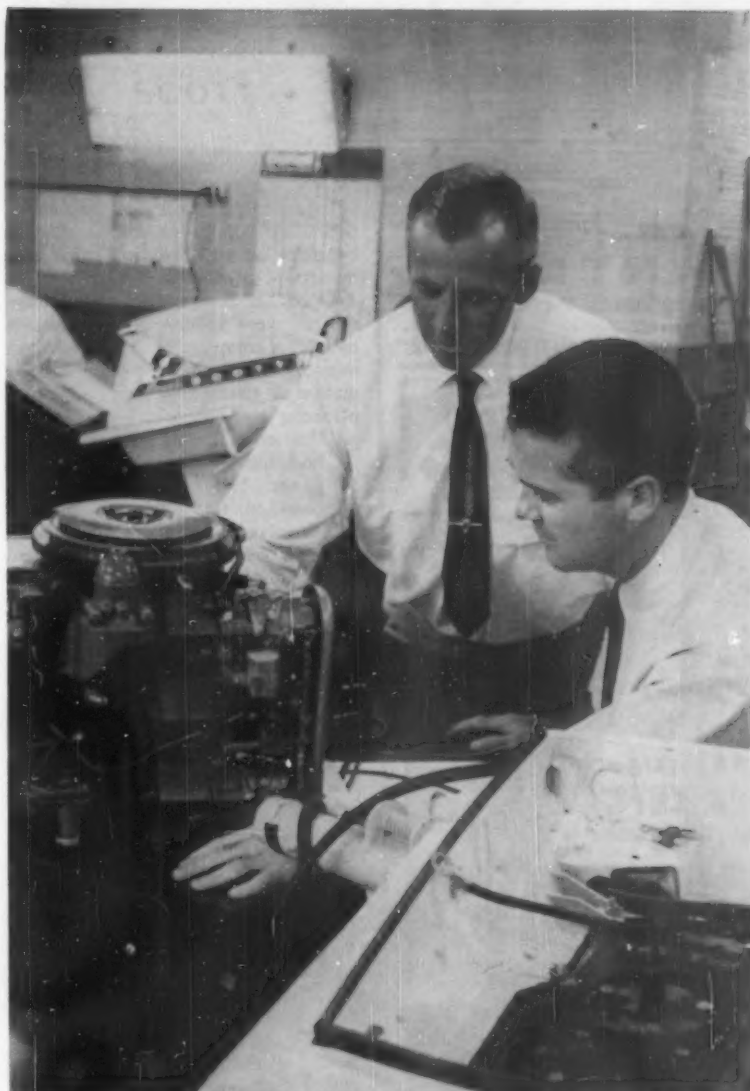
► That's the situation that Norman C. Owen faced three years ago. He was, and is today, the sales vice president of the third largest manufacturer of outboard motors, the Marine Products Division of McCulloch Corp.

The decision: McCulloch, maker of the well-known Scott line of outboards, would begin a program of gradually eliminating its distributors and selling direct to dealers with its own sales force.

Last month McCulloch completed its switch from distributors to factory salesmen. Note the results to date:

- Sales are up sharply.
- Selling costs are down.
- Marginal dealers have been eliminated. Unit sales per dealer have almost doubled.

The company is well on the way



**SCOTT OUTBOARD MOTORS** are now sold directly to dealers by salesmen of McCulloch Corporation's Marine Products Division. A major phase of the program for building a factory sales force was to school salesmen in all aspects of the motor.



## "How to sell CREATIVELY"

The opportunities of the '60's are yours for the selling . . . to those salesmen who will apply the four principles of creative salesmanship. "HOW TO SELL CREATIVELY" . . . Dartnell's new film dramatizing the creative side of selling will show your salesmen how to SELL MORE . . . SELL NEEDS . . . SELL UP . . . and SELL NOW! No other film defines creative salesmanship as clearly or goes as far toward helping salesmen put creative ideas to work. It can easily be fitted to any sales training session, sales meeting program, or convention.

A 30-minute, 16mm. motion picture. Available for outright purchase or rental. Details on request.

### DARTNELL

4664 RAVENSWOOD • CHICAGO 40, ILL.

"HEADQUARTERS FOR SALES TRAINING FILMS"

**3RD LARGEST**  
MARKET IN  
ILLINOIS - IOWA

THE NATION'S  
**57th**  
INDUSTRIAL  
MARKET\*

ONE OF THE  
**FIRST**  
**100**  
MARKETS

Data recently compiled by the analysts of Dun's Review reveal that the Quad-City area ranks 57th in size by the accepted standard of value added by manufacture. Over 500 firms contribute to this volume.

\* Dun's Review, July, 1960  
65% of employment is on Illinois side.

QUAD-CITIES LARGEST COMBINED DAILY CIRCULATION

## ROCK ISLAND ARGUS

and

## MOLINE DISPATCH

REPRESENTED BY ALLEN-KLAPP CO.

toward achieving the three primary objectives of this new system of product distribution. They are:

1. To increase the profit margin.
2. To produce a more thorough sales effort.
3. To improve the follow-through on sales, service and promotion. The company had found, for example, that certain dealers weren't moving on Scott promotions. They seemed to be waiting for outside impetus and help. Three years ago this impetus had to come largely from the distributor organization, whose interests were divided among the many products they sold.

The company decided that the best way to achieve these objectives was through an efficient, well-trained factory sales organization.

► Once the decision was reached, the company set up a "laboratory" experiment right at the doorstep of its Minneapolis headquarters.

In September of 1957, the Minnesota distributor was dropped. The company set up a factory branch sales operation to cover the state.

Once the reports from this "laboratory" were tabulated, the die was cast for a complete nation-wide direct sales program. It would only be a matter of time, so far as McCulloch planning was concerned, until nearly all distributors would be dropped.

The Minnesota branch, operating in 1957 and 1958 with three factory salesmen in the field, produced a 24.3% increase in unit sales for the territory over the preceding fiscal year. "This was too significant a figure to be ignored," Owen declares. "We set out to take advantage of it."

After evidence continued to pile up in favor of direct-to-dealer selling, a final decision to move swiftly toward this objective was reached early in July 1958. By the end of August, McCulloch had hired and trained 22 new sales representatives and six field service engineers, and had terminated contracts with 13 additional distributors.

Then more sales reports for Scott motors and for the industry rolled in.

McCulloch sold 24.6% more motors in 1959 than in 1958, and dollar volume increased 36.7%. At the same time, the industry as a whole dropped 9.2% in unit sales and 3.4% in dollar income. To Owen, this was substantial proof that the decision to change from the distributor arrangement to direct sales was the right one.

Selling costs are also lower now. Says Owen: "It costs us about one half the dollars to sell direct as it did when

sales came through distributors."

The new set-up also enabled McCulloch to upgrade its dealer operations by eliminating marginal dealers. The result: much stronger dealers. Their average purchases of Scott motors increased 95.2% as a result.

The dealers are happier about the new set-up too. Not only are they selling more Scott motors, but they are getting a 2% higher margin now that the distributors have been eliminated.

In mid-summer 1959, Owen and his fellow McCulloch officials elected to consolidate their gains until the following summer rather than attempt another broad-scale direct territory move too soon. At that time the sales department devised the name "Operation Columbus"—a name chosen because Owen had decided to complete the move to direct sales throughout the nation by Columbus Day, Oct. 12, 1960.

During the past year, Owen has been adding new sales personnel and at the same time grooming older staff members for increased responsibilities in new job areas. They moved into their new jobs on Aug. 15, 1960, when 27 additional distributors were dropped. This left only three distributors in the western mountain and Great Plains states where direct territory men could not be supported.

The 1961 field sales organization will consist of 68 men as compared to 50 in 1960. The direct selling force has nearly doubled since 1959.

► Minute details have been worked out in an effort to insure that the gains made in sales in the past two years will be maintained. Careful and thorough training as well as promoting from within the sales organization are important elements of the program.

"Operation Columbus" terminated Oct. 12 when salesmen completed re-franchising their dealers. Owen believes Scott motors now are in a stronger position to bid for an even greater share of the outboard market.

"There's no question but what direct territory sales has a number of advantages," he says. "Salesmen have only two loyalties—to the dealer and to the factory. A position of loyalty like this will encourage giving more constructive thought to marketing. The effect of this already has been demonstrated.

"It puts the factory closer to the dealer, who now feels a better relationship with the company. We are not the far-removed entity we once were. Now that we're much closer to the dealer, no more ivory tower decisions for us." ♦



here's the essence of persuasive packaging



The Answer Man! Got a question about packaging? Your **Gardner Sales Representative** has the answer—resourceful sales-powered Persuasive Packaging.



New Whether Predictor! To buy, or not to buy? **Gardner Market Research** finds the answers and the reasons why—to guide the development of your package.



Shape of Things to Come! In **Gardner Structural Design** market-oriented ideas achieve form and function. Creativity is shaped by utilitarian and sales factors.



What does an idea look like? Guided by research, **Gardner Graphic Design** applies color, type, and imagination to produce a design that charges lookers into buyers.



Nuts and Bolts! **Gardner Machine Application** adapts your production machinery to your new packaging program—efficiently and most economically!



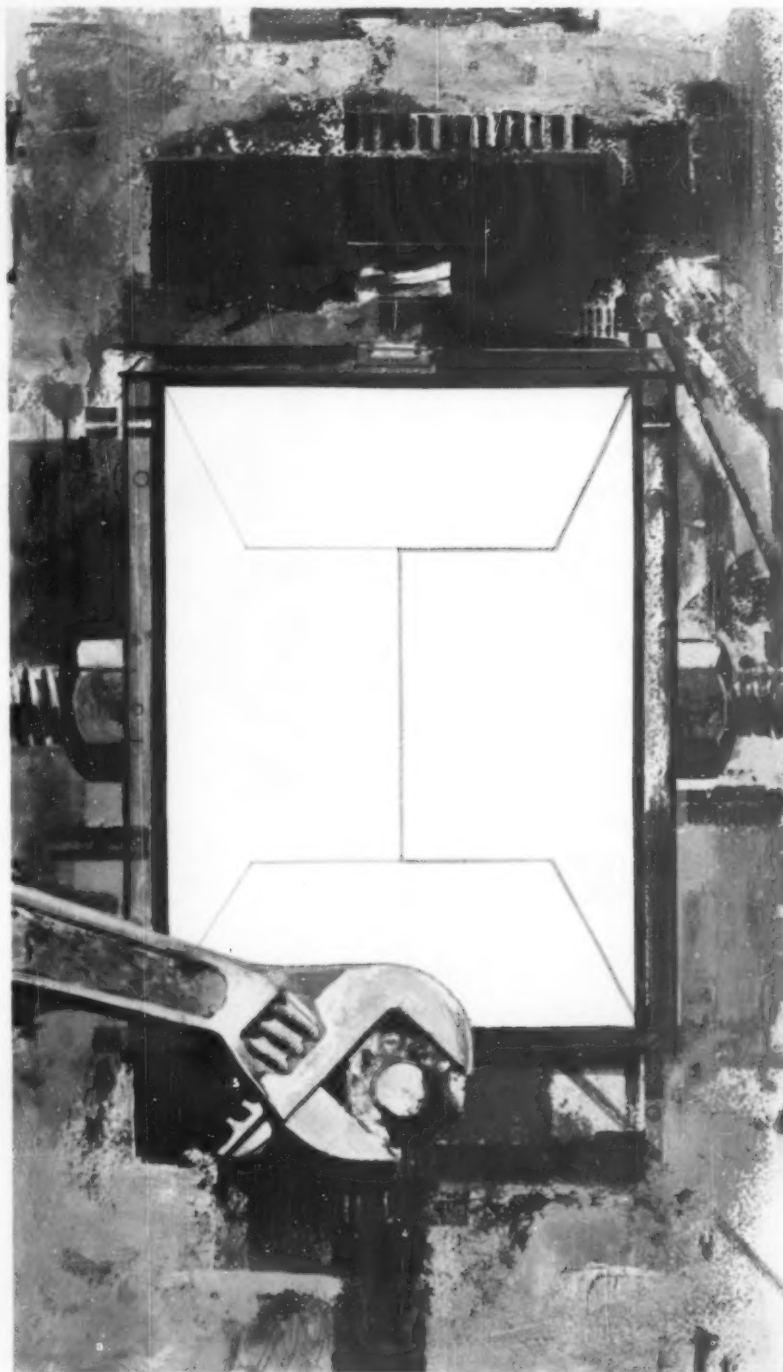
Hypothesis meets the Housewife! Is it really a good idea? Will it sell? If it passes **Gardner Package Testing**, you'll see it—if not, back to the drawing board.

## \*NUTS AND BOLTS APPROACH:

Armed with slide rule and common sense, Gardner Machine Application engineers will adapt your packaging machinery to your new **Persuasive Package**—efficiently and economically. Planning a new packaging program? Will your present packaging machinery do the job? Gardner Machine Application engineers can tell you. ¶ They'll come to your plant, study your packaging operation, and recommend the most efficient and economical method of setting up and filling your new Persuasive Package. ¶ Chances are they can make your present equipment do the job. If not, they'll recommend existing machinery or design and produce a new piece of machinery to get the job done. ¶ Machine application is just one step (see top of page for others) in Gardner's new market-oriented approach to packaging—a service offered to **help you sell** more products, not to help us sell machines. Why not turn this resourceful, completely coordinated packaging service loose on your packaging problems?



**DIAMOND NATIONAL**  
**THE GARDNER DIVISION**  
MIDDLETOWN, OHIO



## EXAMPLE OF GARDNER PERSUASIVE PACKAGING

It began with Chun King's decision to change packaging. First thing needed was a new design. As you can see, Ben Larsen came up with a beauty. Next, was the carton itself. Gardner Structural Design recommended a change to a seal-end style carton for greater economy with no sacrifice in convenience. ¶ The change to seal end cartons meant Chun King needed new set-up equipment. Here's where Gardner Machine Application entered the picture. Before you could say Chun King Chow Mein, Machine Application engineers located a used Pneumatic Scale machine, directed the necessary reconditioning, and quickly completed adapting operations. ¶ The story has a happy ending. Chun King reports complete satisfaction with their new package and design—and the converted set-up machine is busy, probably at this very moment, turning out increasing quantities of chow mein—Persuasively Packed. ¶ Isn't this the kind of resourceful coordinated packaging program you'd like for your product?



DIAMOND NATIONAL  
THE GARDNER DIVISION  
MIDDLETOWN, OHIO

# TAKE THE SACRED COWS OUT OF SALES FORECASTS

*Here is how five industrial companies licked their sales forecasting problems—and how the sales executive can now transform forecasting into a valuable marketing tool. But first all assumptions must be examined.*

Too many companies selling industrial products today pass off sales forecasting as a frill—or “go along with it,” without real confidence in the results.

They are often content to think that in their market there are so many “indeterminables” that accurate forecasting is impossible. In a way, these so-called “indeterminables” are sacred cows which will forever baffle and befuddle forecasting efforts. That is, until someone tackles them with the conviction that nothing is sacred.

But, how many times have you heard these familiar excuses? “Our business is different.” . . . “The factors are too intangible.” . . . “It changes too much from season to season.” . . . “We tried it once and the forecast was way off.” . . . “Don’t have enough statistics on our industry.” . . . “It’s really not worth trying to predict what will happen.”

These remarks frequently come from executives who have never been properly acquainted with true sales forecasting—or base their reasoning on sales forecasts which were not properly developed or understood.

Marketing directors and sales managers can make forecasting one of their most valuable tools. We hope to prove this point by describing a few actual case histories taken from our files—showing how companies faced with similar roadblocks cleared the way to make forecasting successful.

Proper sales forecasting is a skillful blend of facts and judgment, and it’s essentially a 2-step process. First you gather as much valid factual information as is practical, comparing

By ROBERT N. WHITE  
Vice President  
Barrington and Co., Inc.  
Management Consultants

the cost of gathering the facts against the anticipated value of the forecast. The second step is bringing experienced judgment to bear on interpreting, evaluating, and using the facts that have been gathered. This even calls for some old-fashioned instinct once in a while, although there’s less of this needed every day, as skills applied to the fact-gathering step improve.

In the examples that follow, there are several common denominators which are worth noting:

1. At the outset, each company did not have enough of the right kind of facts to do effective sales forecasting—and each wasn’t at all sure it was practical to get these facts.

2. A careful job of planning preceded the field work in each case. This permitted going after the best available facts directly and without lost motion.

3. The analysis and judgment phase involved making comparisons of data on trends, competitive picture, product acceptance, etc., in a manner that produced meaningful and significant conclusions. (Knowing what to do with the facts once you collect them is as important as having the facts themselves.)

4. The forecast was used as a tool—not as an end in itself. The market-

ing plan for the product was geared to meet the anticipated situation as reflected in the forecast.

A word about what forecasting is—and what it is not:

Forecasting is a reasonable estimate of what can be expected to happen in the future. It is based on an evaluation of currently known data, with both probability and results of these data being influenced by logically related factors such as trends.

Forecasting is **not** the active setting of goals or targets for sales. Such targets may be based on forecasts, but they frequently represent another factor: What management would like to have happen.

## Case No. 1—A Major Producer of Multi-Wall Paper Bags

To reorient its product marketing program for several years ahead, marketing management needed a forecast of the probable sales volume which could be expected from all segments of the market for multi-wall bags used in industrial packaging.

The diversity of uses—and thus markets—for multi-wall bags is already tremendous and has been on the upswing in recent years. But various users have differing specifications—and forecasting the entire industrial market means assessing the needs for the almost unlimited number of sizes, layers, coatings, etc., which the producer must provide in the proper product mix.

The first step, therefore, was to reduce the problem to manageable dimensions. A comprehensive study

## A Few Basic Pointers on Sales Forecasting

The sales forecast is the first step in making sure that profits are planned, not just depending on them to "happen."

In each of the case histories cited, forecasting went far beyond straight statistical projections of previous sales (with the inherent pitfalls of compounding the errors and false assumptions of the past). Instead, considerable effort was devoted to probing into many of the basic marketing factors which influenced historical sales trends—and to assessing their pertinence in the future.

The basic ingredients in successful sales forecasting are:

- A thorough grasp of the scope and nature of your present market, your company's position in that market, and the reasons for that position.
- An informed perspective on how that market will develop, as influenced by such key factors as customer needs, prices, product features, and the pressures of competition.
- An experienced appraisal as to how your sales and profits will fare in the light of the market of the future if you continue with present marketing objectives and practices—and the alternatives that could be applied to improve those prospects.

The testing of sales forecasts to verify their validity is a frequently used—and valuable—technique. Testing for short periods of time, or on one item in the line, or in a particular territory, often develops confidence in the usefulness of sales forecasting before it is used as the foundation for major marketing changes.

As a corollary, the need for adjustment of forecasts to keep them current with changes in conditions seems obvious; yet it is too often delayed to the point of invalidating existing data. Changes in economic conditions, in competition, in sales policies, in product, in cost of manufacture—these and other factors must be kept under regular surveillance and interpreted as to their impact on the forecast.

A final note of warning to those who seek to use sales forecasting as a tool for attaining realistic profit goals: **Be Objective.** Sales forecasting has earlier been described as a look at what is likely to happen—not what management wishes would happen. For the forecast to be meaningful, a coldly realistic appraisal of all of the facts, and their true significance, is essential. Those who forecast—and those who make decisions on the forecast—cannot afford the luxury of wishful thinking.

of the types of markets most likely to use multi-wall bags in large quantities resulted in selection of 11 basic users. These 11 major elements of the market could, with proper treatment, be defined in rather clear-cut terms. Information gathered on them would reflect the whole market.

Personal calls were made on the principal users or prospects in these selected industries in a study of their future packaging requirements. In these visits, purchasing agents, marketing executives, research departments, and members of the planning staff were interviewed in depth, their estimates of requirements gathered and appraised. To get full cooperation from each respondent, it was decided in advance to provide a summary of the trends for each industry to each of the participating companies.

► An important part of the data needed for a valid forecast was information on significant trends in these customers' requirements in bulk handling, bag sizes, bag types, and the like. As it developed, useful information was also gathered about the customers' changing requirements with respect to palletized delivery, order cycling, and more widespread inventory points. Data was also obtained on their general buying philosophies—such as the tendency to increase the number of suppliers as volume requirements increased, as a hedge against shortages, strikes, etc. Of course, a statistical study of over-all sales data for the companies and the industries involved was also conducted; but, it is important to note, the use of depth interviewing in selected companies and selected industries revealed certain significant trends which would not have come out of the statistical work alone.

Much more than mere head-counting was required. The field research permitted a closer analysis of performance of individual sales territories, and it also highlighted the fact that, while over-all divisional dollar sales volume was going up, the company's share of the market was not increasing in several important industries (in a couple of these industries it was actually falling off much faster than competition's).

The end result of this work was the development of a continuing program which provided specific estimates of potential volume by class



# INTRODUCING MPO'S SIMULATED SALE TECHNIQUE... A TESTED AND PROVEN METHOD FOR SPEEDING SALES EDUCATION OF ALL MEN IN YOUR SALES FORCE

If you've searched for ways to attain a greater degree of involvement by your sales force... to motivate salesmen to solve their own sales problems thru creative analysis... to obtain faster feed-back by which you can gauge individual and group progress... then MPO's Simulated Sale Technique merits your thorough investigation.

Here for the first time is a simulation technique that performs at the sales force level... where its results are most immediate and its benefits most needed.

MPO's Simulated Sales Technique develops spirited involvement of *all* salesmen in the training session in an atmosphere as dynamic as the actual sales call.

MPO's Simulated Sales Technique gives sales situation realism to the training session, yet overcomes salesman self-consciousness through aggressive group participation. This interchange also speeds assimilation of product story.

MPO's Simulated Sale Technique gives the training leader immediate feed-back on the progress of the group and each individual in the group.

Best of all, unlike most sales education programs that require an entire selling season or more before you can evaluate their effectiveness, you'll be able to pre-judge the performance of MPO's Simulated Sale Technique in just one hour without investment or obligation.



MAY WE SUGGEST  
THAT YOU WRITE  
ON YOUR LETTERHEAD FOR  
A FREE COPY OF  
THIS REPORT ON  
MPO'S SIMULATED  
SALE TECHNIQUE



527 MADISON AVE., NEW YORK 22, N. Y. • MU 8-7830

Sales Management November 18, 1960 71

# KEEP MOISTURE IN... KEEP MOISTURE OUT with kennedy packaging

## MOISTURE IN.....

Delicate dentures are shipped from laboratory to dentists in liquid-filled Zip-Lip bags in cartons, assuring safe arrival, economically.



## MOISTURE OUT

Intricate electrical components easily damaged by moisture and high humidity are protected in storage and shipment in Zip-Lip bags.



with the kennedy

Zip-Lip  
you

reseal /  
reopen /  
repeatedly

TO CLOSE

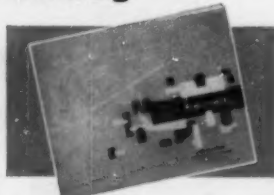


TO  
OPEN

**when your package must  
PROTECT/ENHANCE/REVEAL/SELL  
...call kennedy**



Write today for your free copy of "This is Kennedy," illustrated 16-page brochure.



**KENNEDY CAR LINER AND BAG CO., INC.**  
7000 Prospect Ave., Dept. L, Shelbyville, Indiana

Offices in most principal cities. See the yellow pages in your phone book.

of industry. These estimates served as a valuable guide in production and inventory planning. In addition, it was possible to make specific recommendations as to changes in sales effort—including relative attention each class of customer would need to achieve sales goals established as a result of the forecast. In this case, the sales forecast was put on a continuing basis whereby the participating companies participated in an annual industry-wide survey to verify or revise forecast figures for the benefit of all.

## Case No. 2—A Large Manufacturer of Variable-Speed Drives

This company had thrown up its hands at the problem of estimating its current commercial market potential. Variable-speed drives are not only complex products with many applications, but their markets extend to almost every known industry. For example, variable-speed drives can be mechanical, hydraulic, or electrical—and they are used in such industries as machine tools, textiles, paper, rubber, plastics, printing, bakeries, chemical plants, and a host of others.

Initial research unearthed voluminous statistics covering the operations and activities of practically all of the industries using the product. The first problem was to chart a path through this welter of detail to reach the significant facts. The starting point selected: development of engineering data on desirable characteristics of the product from the marketing standpoint. The basic source: the companies which specify and actually use the equipment.

The survey plan was laid out to insure representative coverage—across the entire U. S.—of manufacturers, agents, and other users of the equipment. Calls were also made on consulting engineers and top-line executives of other manufacturers of variable-speed drive equipment.

In the course of this "on the scene" fact finding, data was gathered (and later appraised) on the many factors governing the long-range success of competitive companies—i.e., capabilities of their R & D efforts, financial soundness, and marketing effectiveness.

Another factor (and a difficult one) was development of market potential for the next ten years for each of the higher-sales-volume machines which use variable-speed drives. Market facts on the many types of equipment involved had to be sifted, then tempered with judgment and knowledge gained during the field work.

What were the final conclusions in

# EVALUATED

PRODUCTS ARE EVALUATED...

SPECIFIED... APPROVED...

REQUISITIONED... as a result  
of buyers' use of manufacturers'  
catalogs in Sweet's Files.

26,000 buyers' responses to  
more than 80 studies clearly

document the significant  
role of catalogs in increasing

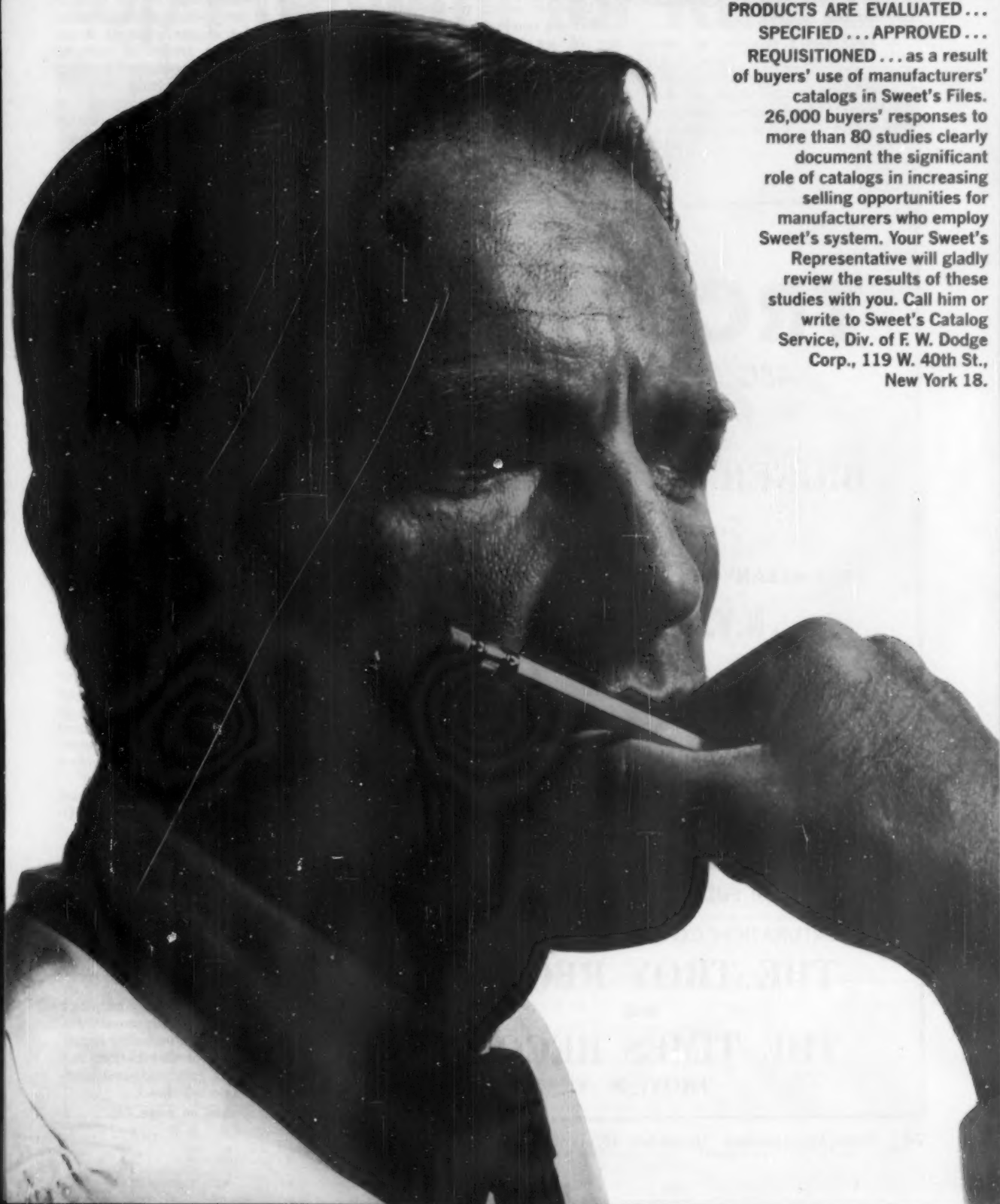
selling opportunities for  
manufacturers who employ

Sweet's system. Your Sweet's  
Representative will gladly

review the results of these  
studies with you. Call him or

write to Sweet's Catalog  
Service, Div. of F. W. Dodge

Corp., 119 W. 40th St.,  
New York 18.



terms of sales forecasting? Principally, these two points:

1. The market for this company's particular line of drive was larger in dollar volume and profit potential in four industries—and definitely smaller in three—than company management had thought.

2. The client's product, as presently designed, would have rough sledding because it had certain inherent disadvantages from a user standpoint. Unless these problems were corrected, it would have difficulty

matching present as well as anticipated competitive products.

#### **Case No. 3—An Importer of a Class of Synthetic Jewels**

This client's problem was brought to light by recent pricing activities and strong competition in the marketing of jewelry. Severe declines in sales volume resulted from introduction of lower-price merchandise from competitors in the U. S. and abroad. Consideration had been given to the possibility of widening the market,

either by reducing prices across the board or by introducing smaller and less expensive jewels. Before taking action, however, the company decided to take a more careful look at the realities of the market.

The characteristics of the product put it in competition with both the lesser grades of semi-precious stones and the higher grades of costume jewelry. Thus the marketing problem was to evolve a pricing structure which, at forecasted sales volumes in its particular segments of the jewelry market, would give the company optimum profit over the next five or six years.

Preliminary examination indicated that many thousands of jewels are sold throughout the U. S. through various kinds of outlets. Even within the retail jewelry trade, for example, there are many breakdowns of merchandise requiring the use of jewels. Analyses of industry statistics, import records, Government data, and extensive company information were followed by discussions with the company's executives.

► A basis was then established for the outside consultants to seek information from distributors, manufacturers, wholesalers, and retailers in this field. Additional meetings with key personnel of advertising agencies, mail order houses, and similar trade sources made possible a more detailed indication of the markets served—and of the share of market which could be reasonably achieved. Consideration was given to such factors as styling trends in jewelry and the relationship of the use of this kind of jewelry to women's clothing styles and trends.

Examination of the trends for colored stones and other types of jewels led to specific conclusions on what the company's total sales volume would probably be during the coming few years. In turn, this was broken down by states and trade outlets.

When all the findings were in and analyzed, the company had its answers:

- A proposed pricing structure covering each grade of jewel by color, size, and shape. This would permit it to compete in the desired markets.

- A specific estimate of the dollar volume attainable in the next two to three years, and in the next five years.

- Details of specific revisions which would be required in the promotional and marketing effort, including organization, channels of distribution, and advertising—with realistic cost estimates for the period ahead.

(continued on page 76)

# **The TROY N.Y.**

*ABC Retail Trade Zone  
Is Steadily Becoming a*

## **BIGGER and BIGGER**

*Segment of the*

**TROY-ALBANY-SCHENECTADY METRO AREA**

**...N.Y.'s 3rd LARGEST**

## **BIG TROY HAS**

**... 233,000 POP. 65,888 HOMES**

**... \$450,781,000 EFFECTIVE BUY. INCOME**

**RTZ MARKET**

**22 CENTS A LINE**

**48,909 CIRC.**

**ROP FULL COLOR AVAILABLE**

**FULL SATURATION COVERAGE (97% IN CITY ZONE)**

## **THE TROY RECORD**

**AND**

## **THE TIMES RECORD**

**TROY, N. Y.**



# Kodak Camera Proves Top Premium for Raleigh



Brownie Starflash Camera is seen on Kodak's "Ed Sullivan Show" and "Adventures of Ozzie and Harriet"

Raleigh premium manager reports:

## Coupon returns grow for this Brownie Starflash Camera

"Seldom does a Raleigh premium summon the response of the Brownie Starflash Camera. Kodak cameras and outfits are very popular among our 5,000,000 smokers. And premium requests show their popularity is growing," says Milton Rush, Manager of the Premium Department.

Every promotion department looks

for top response in its premiums. In Brown & Williamson's case, the popular appeal of Kodak products played a part. So did the insight of Raleigh promotion men in choosing the *right* Kodak camera.

There is a *right* Kodak premium for your promotion, and Kodak will be happy to help you select it. Mail coupon today for a catalog of Kodak premiums.

List prices, subject to change without notice.



Brownie Starflash Camera, \$9.95, takes all three: black-and-white, color slides and snaps, too. Brownie Starflash Outfit includes camera, flashbulbs, batteries, film, \$11.35

**EASTMAN KODAK COMPANY, Rochester 4, N.Y.**

EASTMAN KODAK COMPANY, Premium Sales Office, Rochester 4, N. Y.

222-11

Gentlemen: Please send me more details on promotion opportunities with Kodak premiums.

Name \_\_\_\_\_ Position \_\_\_\_\_  
Company \_\_\_\_\_ Street \_\_\_\_\_  
City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

**Kodak**  
TRADEMARK

# STOP!

YOUR ADVERTISING  
PLAN HAS TO INCLUDE  
The SYRACUSE MARKET!

## ALL OF IT!

The SYRACUSE MARKET is 15 counties-big and covers one-third the total of New York State!

There's only one sure and low cost way to

**SELL ALL THAT MARKET!**

**The SYRACUSE NEWSPAPERS**

DELIVER ALL  
OF THIS  
BIG  
MARKET  
GET THE DETAILS—



CIRCULATION, influence-power, and full market measurement from Moloney, Regan & Schmitt

**The SYRACUSE NEWSPAPERS**

### Sorry, Carole Stupell

On page 155 of SM's Sept. 10 Business Gift issue is an advertisement for Carole Stupell's single-unit telephone amplifier, the Telelift. Miss Stupell advises us that, through inadvertence, she failed to inform the post office that the address given was that of her salon, and that, as a consequence, inquiries direct to Telelift, Inc. were returned to the senders. For orders or further information on Telelift address Carole Stupell Enterprises, 54 East 57th St., New York 22, N. Y.  
**Sales Management**

### Case No. 4—A Manufacturer of Tube-Testing Equipment

The primary objective of this study was to develop sound sales forecasting as a keystone in a plan to improve profits through better marketing.

Initial analysis soon established that electronics is perhaps not so much an industry as it is a technology, growing out of the vacuum tube, which has led to the development of products in such fields as radio and television, automated controls, and laboratory instrumentation. Electronics has become a major force in military, commercial, and industrial activities—with a total volume approaching \$20 billion a year.

This particular company's traditional market was principally among radio-TV service men, with a secondary market in industry for laboratory and production purposes.

► The first step was to study sales of the several categories of products from data available through Government and industry sources. The radio and television market was found to be made up of a large number of buyers with relatively small average purchases. On the other hand, the industrial market for test equipment was large and growing—both in number of customers and in volume of individual sales.

As the findings from interviews with wholesalers, dealers, and users filtered in, a definite pattern of the market of the future began to develop. It became apparent that, with the growth of transistors, fewer tubes were going to be used in some areas; and, with the improving quality of radio and TV sets, the service man's role was being reduced to that of simply replacing tubes in the circuit to check results. Both of these factors were reducing the need for tube testers. In addition, transistor testers were coming on the market for use in industrial applications.

Further careful analysis of market trends substantiated these findings and provided the basis for forecasting likely sales volume by product lines. Analysis of the data demonstrated the importance of switching marketing emphasis to other types of industrial test equipment already in the line but never given aggressive promotion. As part of this program, the responsibilities of product managers, market research, and sales promotion were recast to fit future market expectations—and the corollary factors of the distribution channels, salesmen's compensation, sales controls, etc., were retailored.

In this case, the problem was so

serious that if it had not been caught in time, the company could well have expended its resources in desperate measures to revive a dying market—and perhaps have dissipated its reserves of money and market standing beyond the point where a shift in marketing direction was practical.

### Case No. 5—A Manufacturer of a New Synthetic Yarn

Here was a company, making a relatively new product, which enjoyed a good position in the industry and a satisfactory profit margin. Nonetheless, the manufacturer recognized the value of a carefully developed sales forecast to assist in planning future marketing programs and to enable top management to evaluate present and future competition in a market which is influenced by both the traditional and the newer types of yarns.

A preliminary investigation determined the major areas now using this kind of yarn: decorative fabrics, automotive fabrics, apparel fabrics, and accessories. Interviews were set up to obtain opinions from the various trade categories regarding product acceptance, future prospects, quality, styling, price, versatility and "newness" appeal.

Key elements in the chain of distribution—users, trade associations, designers, stylists, and textile converters—were among the many field contacts employed to piece together a full picture of the future dimensions of the market for this product.

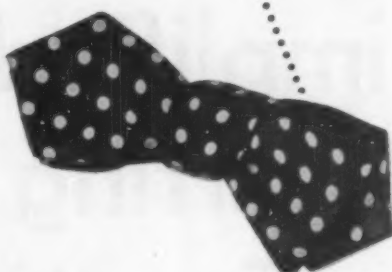
► A surprising amount of valuable information was gleaned from interviews with competitors who often don't object to talking with outsiders as long as the source of the information isn't divulged.

Despite the complexity of this market (many factors were considered almost unpredictable), and despite the relative lack of history of this particular product, thoughtful analyses of the field and other data made possible a confident forecast of the impact of factors affecting this market.

Based on this, a perplexing problem of pricing was resolved. This in turn permitted valid projections of the profits which could be expected at various levels of sales volume. The result was a basic decision to go to a high-price line, which set the pattern for the promotional and marketing program for a five-year period ahead. After the first two years following these decisions, the forecast is still valid, profits have climbed steadily, and the company has gained solid acceptance in marketing yarns for the specialized fashion fabrics industry. ♦

This new NATIONAL YELLOW PAGES SERVICE  
can buy our various markets with just  
one contract...and sell our best prospects

TELL ME MORE!



**Ad. Mgr.:** Well, now we can buy any combination of over 4,000 Yellow Pages directories all across the country. Make them fit our geographical marketing pattern.

**Sales Mgr.:** But how do we know the right combination of directories to buy?

**Ad. Mgr.:** The Yellow Pages people will furnish us with all the marketing info we need — which directories cover which markets and so on.

**Sales Mgr.:** And what's this about selling our best prospects?

**Ad. Mgr.:** Just ask yourself who our best prospects are. The people who are ready to buy — right? And surveys show that 9 out of 10 check the Yellow Pages when they're ready to buy.

**Sales Mgr.:** Okay — but doesn't it tell only *where* to buy?

**Ad. Mgr.:** Not now! This new NYPS lets us put *selling* ads in Yellow Pages directories — selling ads that reinforce our national advertising.

**Sales Mgr.:** Just one contract covers it all?

**Ad. Mgr.:** Right. And just one monthly bill, too. Saves plenty of paper work and red tape!

**Sales Mgr.:** I think we ought to buy it.

**Ad. Mgr.:** Good... 'cause it's already in the works!

ONE CONTRACT / ONE CONTRACT / ONE MONTHLY BILL

NEW



For details contact your NYPS representative  
through your Bell Telephone office.

# A Simplified Approach To Charting Sales Functions

**M**OST OF US in sales management will admit that we have lagged behind other management activities when it comes to the matter of exercising controls over our operations. After all, look at the close controls exercised by financial departments. Production departments are just as tightly run.

But maybe most of us have not analyzed the real problem correctly. I have a feeling that it is not so much control that we are after in sales as it is better communications. And we have found that by improving our communications, we automatically get the controls that we want.

Here was our situation. We have been growing steadily from a small business until now we are medium size in our own field—that of selling specialty metal items to firms that do not buy in great quantity.

Because of our growth we were loosely knit, and David Hillstrom, our sales manager, and I could see pressing territorial problems. But most important, we knew we were not as well informed from the field as we should be (is anyone?), and we questioned whether we, in turn, were keeping our salesmen adequately informed.

Also, Hillstrom and I found that in many cases we were duplicating each other's efforts.

We decided to turn to outside assistance to help us resolve some of our problems. We retained the marketing division of Leetham, Simpson Limited, a Canadian firm of management consultants, that had been recommended to us.

The consultants did tackle our control (or what I have come to call communications) problem in a most unique way. We agreed at the outset that the big things needed were (1) better lines of communication, and because of our growth, (2) more clearly defined lines of responsibility.

Working together we came up with a new and graphic method analyzing and recording sales responsibilities, the structure of the sales department, individual job content, and functional operating procedures. The system is so simple that almost any sales department anywhere could use it.

By **GEORGE M. TINSLEY, JR.**  
Executive Vice President  
Precision Steel Warehouse, Inc.

Given the formidable name of Linear Responsibility Charting (LRC), it compacts within the limits of a single sheet of graph paper much, if not all, of the information that normally would require many pages of a sales organization manual. The mere cramming of lots of information into a small space does not necessarily insure that it will be more useful or more understandable. But in this case we seem to have come up with a winner. I have since learned that LRC has been used extensively in straight organization work, but in sales, only by ourselves in this country and by the sales departments of three Canadian firms: Dominion Corset Ltd., Ideal Upholstering Ltd., and Canadian Aniline & Extract Ltd.

The virtue of the LR Chart is that, in presenting much in little space, it presents valuable information in a visual rather than a verbal form. The chart tells, at a glance, who does what. And in a day when expansions and contractions in a business are the usual thing, particularly in sales, "who does what" can be muddled very easily.

What the LR chart is and how it presents its information is best under-



## Job Functions and Responsibilities— Who Does What

### CODE OF RESPONSIBILITIES

<b>WD</b>	Work is done by this person	<b>D</b>	Decision on specific points
<b>GS</b>	General supervision	<b>C</b>	Must be consulted
<b>DS</b>	Direct supervision	<b>N</b>	Must be notified
<b>SC</b>	Supervision with coordination	<b>EV</b>	May be called for exchange of views

Whether it's a manual, table of operations, or a pyramidal organization chart, the purpose is better communications. With a goal of improved communications and tighter sales control, Precision Steel Warehouse, Inc., found Linear Responsibility Charting works.

stood by studying the Precision Steel Warehouse charts on sales management and sales operations.

In its basic form, LRC uses eight symbols, as shown, to indicate eight relationships that may exist between any people in the sales organization and any function or piece of work with which they may be associated through policy, supervision, coordination, or actual performance.

On a specially designed sheet of charting paper, the job titles in the sales department, or unit of the sales department, are listed along the horizontal axis at the top. The functions performed by each individual are listed along the vertical axis at the left. In the square where the job title and the function meet, his relationship to the job is indicated by the appropriate symbol. If the person has nothing to do with the particular function listed at the left, the square is left blank.

The eight symbols of responsibility are (in chart at right letters are substituted for symbols actually used): (1) **WD**—work is done by (the person who actually performs the function, whether it be making calls or managing; (2) **GS**—general supervision

Functions	Board of Directors	President	V-P Sales	Sales Manager	Field Salesmen	Agents
Interpret and apply company policy resales		D	WD	EV	N	N
Approve pricing policy	GS	WD	C	EV	N	N
Prepare and submit territorial sales forecast			D	DS	WD	WD
Prepare economic and industry forecast		GS	WD	C	N	N
Prepare company forecast by product		N	DS	WD		
Approve company sales forecast	GS	WD	N	N	N	N
Develop and administer advertising plans	GS	WD	C	C		
Administer expenses under sales budget	GS	WD	EV			
Issue sales performance reports monthly		GS	N	N		
Analyze sales performance reports and summary reports			DS	WD		
Prepare reports on sales position		N	DS	WD		
Review reports and determine appropriate action		SC	WD	WD		
Recommend establishment of new sales territory			GS	WD		
Approve establishment of new sales territory	GS	WD	C	N	N	
Hire salesmen/appoint agents		D	WD	C	N	N
Hold monthly review meetings with salesmen		N	GS	WD	C	C
Approve salesmen's compensation	GS	WD	C			

The above chart of job functions and responsibilities is only representative of the actual LRC employed by Precision Steel

# How much do you want to ~~cut~~ your cost of sales ?

You have a choice? Well, practically so — if you use direct mail on a proven professional basis as a back-up for the activities of your salesmen.

By using direct mail to obtain sales leads you cut out the wasteful cost of hit-or-miss cold selling. You can pre-condition prospects. You close more sales. And often the unit of sale can be higher.

Dickie-Raymond clients include many who depend upon direct mail for the lifeblood of salesman activity — sales leads. For some we get leads in high volume — to give salesmen more "exposures." For others leads are deliberately limited to a select few.

Direct mail is also used to introduce new products, to probe new markets, to fill in for salesmen in areas where prospects are few or sales coverage thin. The whole objective being of course to make personal salesmen more effective. That's how you make your sales cost go down.

There is probably no service company more experienced in the application of direct mail as an adjunct of the salesman. If you'd like to discuss the ways and means of using this medium to up *your* sales and down *your* costs, telephone us, with no feeling of obligation. Or write for the booklet describing this unique service.

## D-R Clients are the Growing Companies

AEtna Life  
Air Express  
American Airlines  
American Siskraft  
Comm. of Puerto Rico  
C. I. T.  
Eastman Kodak — Industrial  
Factory Mutual  
G-E Air Conditioning

General Time — Stromberg  
Hertz Corporation  
International Silver  
Masury-Young  
New York Stock Exchange  
Pan American World Airways  
Pitney-Bowes  
Plymouth Cordage  
Potter Drug — Cuticura

Railway Express  
Recordak  
Sheraton Hotels  
Sylvania Electric  
Tax Research Institute  
United Business Service  
United States Envelope  
Wall Street Journal  
Zippo Lighters

## DICKIE-RAYMOND

SALES PROMOTION COUNSEL • DIRECT MAIL ADVERTISING

225 Park Ave., New York 17 MURRAY HILL 6-2280  
470 Atlantic Ave., Boston 10 HANCOCK 6-3360

(usually the symbol for one running many parts of the particular activity); (3) **DS**—direct supervision over work done (indicates close control over the person actually doing the work); (4) **SC**—supervision with coordination (when more than two department heads are concerned with the work being done); (5) **D**—decisions on points specially submitted (in selling there are always special situations, handling unusual customer requirements and the like); (6) **C**—person must be consulted (if there are departures from routine in any way, or if a new policy need be set up); (7) **N**—person must be notified (this implies, 'go ahead and do it, but let me know'); (8) **EV**—person may be called in for exchange of views (this implies special conferences on special situations).

Any man in our sales department can glance at our two LR charts and quickly pick off the exact duties for which he is responsible. By the same token, if something goes wrong somewhere along the line, we can look at the chart and pinpoint what has not been done.

► We also brought no little innovation to our basic LR chart. The basic sales management chart drawn showed Hillstrom and me exactly where we were duplicating each other's work. We were quickly able to improve our own managing by eliminating any conflict in our duties. Common sense analysis also showed a number of things we were not doing about getting information to field sales.

In the chart on sales operations, we added information that we wanted from the salesmen, as well as the duties he was already performing. This could have been done by instruction or by manual. But the LR chart made it easy. Our salesmen now have their duties all spelled out on one sheet of graph paper, and they know where and when to go for information. We find it provides for real efficiency—and control. No one needs to read a manual to learn what he has to do. The chart shows us graphically.


Here are some of the other ways we use LRC:

### 1. To quickly analyze the sales picture

The LR chart quickly showed our salesmen: On the average, 95% of their sales came from 20% of their accounts. Shown graphically, this means a lot more than would merely pointing up the fact, in discussions.

### 2. To simplify executive control

We found that some salesmen were coming to me on certain policy



Of course I'm sure.  
I read it  
in Newsweek

Prosperous people . . . people with high incomes—these are your best market for **consumer** goods. Today, this market is bullish. The Newsweek-sponsored Continuing Study of Consumer Buying Plans, conducted by the National Industrial Conference Board, shows that people in the upper income classes have stepped up their plans to buy homes, cars, major appliances.

These same people, by and large, are your best market for **industrial** products. Many of them are managers, proprietors and officials . . . the executives who make the top decisions on business purchases.

Whether you're mapping sales strategy for consumer or industrial products, consider this: per advertising dollar, Newsweek delivers more high-income readers . . . more readers who are managers, proprietors and officials . . . than any other magazine in the newsweekly field.

*The world-wide newsweekly for communicative people*

# A MEN'S SERVICE MAGAZINE

For almost sixty years, the editorial purpose of POPULAR MECHANICS has been to keep men informed and interested in the mechanical phases of their homes . . . their cameras . . . their boats and motors . . . their cars . . . their home workshops—and other activities involved in the mechanics of modern living.

Today, more than ever before, the man whose leisure time is occupied with such things is the kind of man most likely to be interested in products bought by men—including yours.

You can sell him—and five million men like him—with your product story in POPULAR MECHANICS. It is his guide to what to do, what to buy. It is the *service* magazine for men.

**POPULAR  
MECHANICS**

A HEARST MAGAZINE

*reporting the mechanics of modern living*

problems, and others were going to Hillstrom. So the two of us divided certain of our duties and now I handle certain problems while he tackles others.

### 3. To make errors easy to correct

There is no such thing as a perfect sales organization at all times. If certain things continue to go wrong, the LR chart can be quickly changed to improve the present situation without our going to the trouble of writing lengthy reports and "manualizing" such changes.

### 4. To facilitate changes in assignments when changes in personnel occur

We found that when one of our key salesmen left the job, his replacement, through LRC, had all of his duties and responsibilities on one sheet of paper. This eliminated costly training time, and the new man was able to take over more quickly.

### 5. Realignment of tasks when activities are expanded or contracted because of varying business conditions

With LRC, our salesmen have found that they can do reasonably accurate forecasting for their own territories. At least, results are much better than formerly. We believe this is due to the brevity of the charting.

I have also used the LR chart as a basis for scheduling my own time. All too often, we are inclined to spend too much time doing what we like to do, and too little time on what we should be doing. The LR chart keeps reminding us of this—visually!

A word of warning. LRC is deceptively simple. When you try it, you will find you will be listing many, many unimportant things that you do, and often leaving out key responsibilities. So be careful.

But we can say that with the several new procedures we have undertaken to make sales management more scientific—and LRC is among these—our results have been most rewarding. Sales have increased. Our salesmen are happier and are doing a better job. Our own performance at the home office is more efficient. Most important, we are really communicating for the first time with our salesmen, and they are communicating with us.

Is this sales control? I believe that it is. ♦

## COMING SOON

How to Handle Small Orders  
Sales Management





# Why

*are so many  
important people  
reading*

## Nation's Business?

*SENATOR PRESCOTT BUSH (Republican, Connecticut)—  
quoted extensively from the NATION'S BUSINESS article  
"Action Now Can Stop Inflation" on the floor of the Senate,  
and put the entire feature into the Congressional Record.*

\*\*\*

"An excellent summary of the evils of inflation and of the dangers it creates for our economy," is the way Senator Bush described this NATION'S BUSINESS report in bringing it to the official attention of his fellow Senators.

Senator Bush—and many other congressmen—find NATION'S BUSINESS a source of sound, usable information on the way business is thinking about national issues, about events in Washington as they affect business, and about the course of business itself.

Each monthly issue of NATION'S BUSINESS gives businessmen a useful look ahead . . . the facts on which they can base many of their own decisions. It is read as a basis for action by some 750,000 presidents, owners, partners and other top executives in more than 500,000 business firms across the country.

Through its advertising pages, you can build a favorable corporate image for your company . . . create acceptance for its products . . . announce new policies and products . . . or produce leads and make direct sales or business calls on more of the nation's businessmen than you can reach with any other management magazine.

*you advertise in Nation's Business . . .  
to sell more of the nation's business*

### **Nation's Business**

ADVERTISING HEADQUARTERS / 711 THIRD AVE., NEW YORK 17

# CORRECTIONS to July 10, 1960

## SURVEY OF BUYING POWER

p. 156

Pottawattamie Co., Iowa: "Population," 75.0 thousand

p. 162

Pawnee Co., Kan.: "% of U.S.A. Income," .0056

p. 201

Ontonagon Co., Mich.: "Hslds.," 3.0

p. 246

Salem Co., N.J.: "% of U.S.A. Income," .0348

p. 264

Gates Co., N.C.: "Hslds.," 2.4 thousand

p. 410

	Eating & Drink. Places (\$000)
DBS Metro Areas	
St. John's, Nfld.	2,889
Halifax	5,851
St. John, N.B.	2,265
Montreal	107,852
Quebec	10,430
Hamilton	17,975
London	5,428
Ottawa	15,275
Toronto	97,794
Windsor	8,782
Winnipeg	15,401
Calgary	7,192
Edmonton	8,946
Vancouver	34,980
Victoria	5,658
Total DBS Areas	346,718

	Total Retail Sales (\$000)	% of Canada
DBS Metro Areas		
London	197,540	1.2232
Calgary	255,202	1.5803
Total DBS Areas	7,494,103	46.4052

	Per Hsld. Sales	B.P.I.
DBS Metro Areas		
London	4,510	1.1300
Calgary	3,826	1.6561
Total DBS Areas	4,135	45.5560

	Index Quality of Sales Activity
DBS Metro Areas	
London	123
Calgary	125
Total DBS Areas	115

p. 479

Imperial Co., Cal.: "Automotive" \$14,848 thousand

p. 481

Placer Co., Cal.: "Total Retail Sales," \$82,892 thousand

p. 687

Texas Metropolitan County Areas: Heading for third column should be "Per Hsld. Retail Sales," all following columns move one place to right, last column "Other" eliminated.

p. 694

James City Co., Va.: "General Merchandise," \$2,125 thousand

p. 697

Rockbridge Co., Va.: "Food Sales," \$6,410 thousand

p. 708 and p. 709

	Total Retail Sales (\$000)	% of U.S.A.
Sheboygan City	69,640	.0322
Total Above Cities	1,113,730	1.4400

p. 716

Orange County, Cal. should rank 35th in "Total Net Effective Buying Income." Counties ranked from 35 through 47 move down one number in rank.

p. 760

San Francisco Metropolitan Area: "Cons. Spending Units," 1,051.8 thousand  
Rocky Mount Metropolitan Area: Add Nash County to area definition.

p. 762

Allentown - Bethlehem - Easton, Pa., Metropolitan Area: "Per Hsld. Retail Sales," \$4,370

p. 776

Allentown - Bethlehem - Easton, Pa., Metropolitan Area should rank 131 in "Per Hsld. Retail Sales." Areas ranked from 22 through 132 move up one number in rank.

p. 780

Midland, Tex., Metropolitan Area should rank 253 in "Food Store Sales." Areas ranked from 210 through 253 move up one number in rank.

p. 755 and p. 271

Fargo Metropolitan Area should read "Fargo-Moorhead Metropolitan Area," Clay County, Minn., should be included in the area definition.

	Fargo-Moorhead
Total Pop.	110.0
Pop. % of U.S.A.	.0615
Households	30.2
Cons. Spend. Units	37.5
Urban Pop.	72.2
Net E.B.I.	194,213
E.B.I. % of U.S.A.	.0584
Per Capita E.B.I.	1,764
Per Hsld. E.B.I.	6,431

p. 764 and p. 626

	Fargo-Moorhead
Total Retail Sales	\$161,688
Retail Sales % of U.S.A.	.0747
Per Hsld.	5,354
Buying Power Index	.0639
Quality Index	104
Index of Sales Activity	121
Food	25,429
Eat. & Drink. Places	11,370
Gen. Mdse.	16,101
Apparel	10,410
Furn.-House-Appliances	9,080
Automotive	33,380
Gas Stations	11,093
Lumb.-Bldg.-Hdwre.	27,302
Drug	4,475

p. 772-800

Fargo-Moorhead Metropolitan Area should rank as follows:

	Rank
Total Pop.	205
Households	214
Per Hsld. R. S.	11
Total Retail Sales	178
Food Store Sales	230
Gen. Mdse. Sales	217
Apparel Sales	165
Furn.-House.-Appliance	168
Automotive Sales	161
Gas Station Sales	190
Drug Sales	202
Eat. & Drink. Places	161
Lum.-Bldg.-Hdwre.	79
Total E.B.I.	201
Per Hsld. E.B.I.	112

p. 72

Yavapai County "Total E.B.I.," \$44,685 thousand.

p. 474

Maricopa County "Total Retail Sales," \$836,893 thousand.

p. 525

Monroe County and Montgomery County: First 2 lines on this page should be transposed to top of page 524.

# CREATIVE PACKAGING BEGINS AT



## *Dow Packaging Materials* put your

"show" on the shelf! Creative packaging never stops selling for you in the retailer's store . . . or in his customer's home. It underscores quality and style . . . tempts appetites . . . protects contents . . . increases unit sales. So follow our shopping cart through these pages. You'll find a clue (or several) to more creative packaging for *your* product! Then follow it up by contacting Dow.

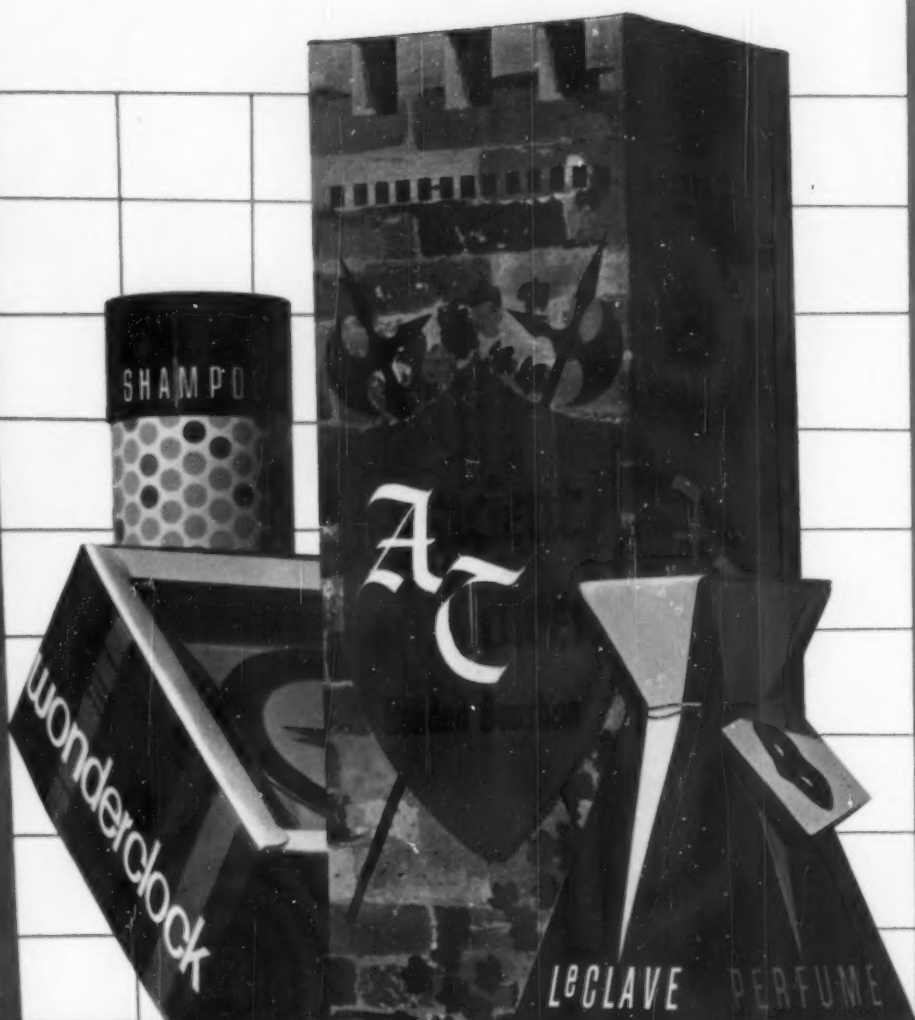
THE DOW CHEMICAL COMPANY • MIDLAND, MICHIGAN



# POLYFILM

Trust Polyfilm® to put on a sales spectacular even at the produce counter! This clear, strong, uniform Dow polyethylene film not only protects and displays an unlimited variety of products, it increases unit sales, too. Polyfilm comes in formulations to meet every packaging film need. Impact resistance, tear strength, optimum printability, heat sealing qualities, improved workability . . . all are available in Polyfilm. If you want your product to retain fresh sales appeal, send it to market in Polyfilm. You'll have a head start on increased profits.





## ...and **LATEX**

Today's boxboard packages have a new look of quality . . . thanks to coatings with Dow Latex! They're the coatings that provide sharper printing, truer colors, satiny gloss. They make full-color food illustrations look good enough to eat . . . *to buy!* Dow Latex 630 improves pick resistance, has the mechanical stability and starch compatibility for modern coating methods . . . gives heavier coating weights, higher machine speeds or faster drying, and extends packaging applications. Coatings with Dow Latex put new sales life in any boxboard package!



...and **STYRON**

If you want a place set for your product right at the table . . . package it in Styron®! This Dow polystyrene gives today's rigid packages the table-ready beauty busy housewives welcome. Colors and designs are unlimited, and new thin-wall construction makes outstanding containers economically practical. Styron comes in formulations to meet specific product requirements. It can be molded, extruded or thermoformed . . . crystal clear, opaque or color styled. Styron can give you creative packaging that's ready for the table . . . ready for faster sales.



## ...and **TRYCITE**

Sparkling clear  
Trycite® for glamour packaging  
on very small budgets!  
This "breathing" type film makes  
the most of polystyrene's pack-  
aging advantages in flexible form. Trycite  
has outstanding dimensional stability  
and aging characteristics. It won't absorb mois-  
ture . . . won't dry out . . . won't wrinkle or curl  
. . . won't cloud up or discolor with age. Long life is built  
into every package. Creative packaging with Trycite  
sparks sales for small soft goods and stationery items, produce,  
meat, baked goods . . . in window boxes . . . in laminations.



## ...and **RESINS**



Each product makes its own packaging demands. And films produced from Dow polyethylene resins are available to fill a wide range of packaging requirements . . . high gloss, excellent clarity, tear strength, impact resistance, tailored slip resistance. They're extremely clean and free from odor and contamination . . . and their closely controlled molecular weight range makes for high uniformity in the finished film. You'll find a Dow formulation for every polyethylene film need. And new applications for polyethylene resin continue to be developed through research at Dow.



# **LIFE** announces a four-point program to help advertisers meet today's marketing challenges

**More circulation:** To meet the demand for expanding markets and exposure—LIFE during 1961 will be growing toward its January, 1962 goal of 7,000,000. During this period, LIFE will be delivering anywhere from 100,000 to 300,000 copies a week over its present rate base of 6,700,000. For advertisers, this represents up to a million more potential customers—at no additional cost.

**No change in rates:** To assure marketers of predictable advertising costs in the year ahead—LIFE guarantees no increase in advertising rates during 1961.

**Seven regional editions:** To offer the flexibility needed in today's marketing—LIFE will now be able to offer for the first time full advertising facilities in any one of seven regions in the United States or combinations thereof at no sacrifice of speed in distribution.

**New product test markets:** To provide manufacturers with an effective way to test new products through magazine advertising before coast-to-coast distribution—LIFE will also be able to offer national advertisers a wide choice of test areas, frequently as small as a single city.

---

These innovations—plus the fact that speedier delivery will enable LIFE to move its cover date from Monday to the preceding Friday, beginning with its issue of January 6th—all serve to underline LIFE's continuing leadership as an advertising medium:

- In the first 9 months of 1960, LIFE's advertising revenue was over 97 million dollars—21½ million dollars more than the next magazine. LIFE is first in advertising revenue for the 18th year in a row.
- For the 13th year in a row, LIFE leads all general magazines in retailer newspaper tie-in lineage. Last year alone, LIFE had four times as many tie-in lines as the next two general magazines combined.

# **LIFE**

# Should Your Son Go into Selling?

In the course of my visits with Sales Management subscribers, several have said to me, "My son (or son-in-law) isn't going into selling." Then they asked, "Is that good or bad? What do other subscribers tell you?"

These questions from our subscribers have special meaning for me, too. I have a 13-year-old son. Like you, I want to be prepared when my son asks advice on his career. So I share the deep personal interest of these subscribers in asking other subscribers how they feel about

seeing their sons or sons-in-law go into selling.

My query obviously struck a responsive note. Subscribers put aside the pressures of their daily operations. They took the time to write thoughtful, detailed descriptions of their hopes and aspirations for the careers of their sons and sons-in-law.

Presented here is a sample of subscribers' views on the worthiness of selling as a career.

—John H. Caldwell  
Vice President, Editorial



Miles J. Kehoe, vice president, Wesson Oil Division, Hunt Foods & Industries, Inc.



J. A. (Mac) McNay, vice president—marketing, The Electric Storage Battery Co. (past president of National Sales Executives, Inc.)



F. J. Torrence, advertising manager, Red Heart, John Morrell & Co.



... and Miles B. Kehoe III



... and (left) Donald McNay (in meat marketing for Piggy Wiggly Co. in Freeport, Ill.) with his twin, Ronald McNay (in sales department of George A. Hormel & Co., Austin, Minn.).



... and James Torrence, student at Bradley University, Peoria, Ill.

## 'You Have Come to a Very Prejudiced Man'

H. R. Peck

Vice President and General Manager  
Building Materials Operations  
Armstrong Cork Co.

"In the first place, you have come to a very prejudiced man on this score. I have been in selling all my life; my two sons have gone into selling as a career with other companies; and my son-in-law is also in this profession.

"I might say as a prelude that my family all practiced the profession of law and I went into selling after college with a good deal of hesitation and doubt. I have never regretted the decision for the following reasons:

"A good salesman is never bored with his work. He faces and meets new obstacles every day, new situations which result in the quickening

of his awareness and his ability to adjust himself to the unexpected.

"He must discipline himself. He must be broad-gauged and keep acquainted with many phases of business other than those directly connected with the sale of his products. If he is to be successful, he must grow and improve himself every day in the year. He cannot afford to become a specialist or his growth is impaired.

"He must learn to control his emotions, to become a stable individual, or his worth in selling will be lessened.

"Selling is the quickest way for a young man to gain recognition, and his returns—if he is good—are more rapid, I believe, than in most other careers that he might undertake.

"An increasing number of businesses today depend upon good merchandising and selling for success. Manufacturing techniques in many cases have become standardized and the real challenge from both the sales

and sales management viewpoint is volume. Therefore, looking ahead twenty years, I believe there is going to be an increasing trend toward the placement of men with sales and sales management background into general management positions. The young man of today who is getting into selling and who studies and trains himself in other fields will enjoy great opportunity to step into positions of high management twenty years from today.

"The man in selling, probably more than in other careers, faces many frustrations, many obstacles; but he can gain the great satisfaction of knowing that his successes are making a real contribution to the well-being of his firm.

"These are a few of the reasons that I think a selling career is a great one, and it is these principles that I discussed many times with my sons before they, of their own accord, elected



Rayford E. Nugent, vice president and  
Asst. to vice president marketing,  
Philco Corp.



H. R. Peck, vice president and general  
manager, Building Materials  
Operations, Armstrong Cork.



... and Rayford Nugent, Jr., salesman  
for John M. Otter Co., Philadelphia  
wholesaler.



... C. E. Peck, manager  
of Home Bldg. Products,  
Distrib. Sales, Owens-  
Corning Fiberglas.



... H. Ray Peck, Jr.,  
partner in L. P. Muller  
Co., N.Y.C.



... son-in-law, R. Richard  
Sherbahn, C. L. U.,  
Connecticut General Life  
Insurance Co.

to take up selling as a career. Incidentally, I would like to add that they, as well as my son-in-law, have been successful and are happy in their work."

### 'Selling Is a Fine Career'

**James E. Leopold**

Vice President and Sales Manager  
The Formfit Co.

"If my sons lean towards professions and show aptitude for professions such as law or medicine, I will do everything I can to help them achieve degrees in those professions. If they lean towards business careers, I certainly feel that sales backgrounds would be tremendous assets to them in whatever facet of business they may engage."

### 'I Love Selling'

**Paul G. Feld**

General Sales Manager  
Handy & Harman

"Have you ever seen a group of industrial salesmen having dinner after a district sales meeting, or getting together after a business session at a general sales meeting? In most cases, they look like a fine, alert, jolly, well-mannered group of men. People with whom you would be pleased to spend the evening. I know there is the exception to this, but the odd ball only stands out because of the general high level of such a group.

"Where can a young man, by his own industry, make more money faster as he starts a business career? Where is it easier to stand out from the pack if you really have it? How about the wonderful friendships over the country with people we have called upon and sold?

"Yes, and where else can you get the disappointments, the turn-downs, the problems that you must often handle alone at an early age—these build character."

### 'Honest Benefits'

**Lewis D. Fykse**

Director of Marketing  
of the Research Dept.  
Associated Spring Corp.

"... I would probably tend to guide my son (age 12) somewhat more towards industrial selling than consumer selling, as I feel industrial selling is less emotional, less subject to credit problems, less subject to style obsolescence, and more subject to technical design superiority and sale by presentation of honest benefits."

### 'Schools Could Do a Better Job'

**Leland E. Rosemond**

President  
Otarion Listener Corp.

"It is my belief that the schools could do a better job if they would foster the feeling on the part of some of these youngsters that merchandising or selling is not something to 'shy away from' but that it is something to be desired.

"I do have a son. He is now 29 years old. I had hoped that he would go into the selling field because I believe it would do him more good than almost anything he might attempt.

"His interest over the past year and a half, since he has been working, has become intense in the field of advertising."

### '... Must Be Fine Salesmen'

**C. E. Boyd, Jr.**

Manager  
Market Research Dept.  
The Coca-Cola Co.

"My son is 15 years old. ... In today's world very few people will make a success of their life's work if they are not good salesmen."

### 'Their Chosen Profession'

**G. H. Poorman**

Sales Manager  
The Climacene Co.

"No. 1 son is in final years of Presbyterian Seminary.

"No. 2 son is a high school senior and plans to follow No. 1 son, at this date.

"Selling career? I think maybe

both will be good salesmen in their chosen fields."

### 'I Don't Care What You Do'

**John M. Fisher**

Director of Marketing  
The Carter's Ink Co.

"My own reaction is summed up in the words of my father—a physician—when I was discussing my future: 'I don't care what you do, but make sure you do it and I'll be behind you.'"

### 'His Mind Was Closed to Selling'

**Wm. T. Campbell**

Vice President and General Sales  
Manager  
Wm. B. Reilly & Co., Inc.

"My son-in-law is an architect. During his college days ... I was informed that it was against the architect's code to advertise ... that his mind was closed to selling in any form because of the code to which he fully subscribed. ... I have noticed that, although he still believes in the architect's code, he sees the need, if he wants to be a top-flight man, to sell his product."

### 'Sales Is a High Calling'

**John C. Smith**

Director of Marketing and Sales  
U B S Chemical Co.  
A Division of A. E. Staley Mfg. Co.

"In my opinion, sales is a high calling; however, I try to give my son a complete picture of the pros and cons so that he can guide his decisions ac-



"I don't care if it is in Miami, you know I hate going to conventions."



# Let's face the facts about media selection

When you come face to face with the problem of selecting one publication over another . . . and you find that one definitely leads the field in:

- . . . paid circulation
- . . . total circulation
- . . . renewal percentage
- . . . plant coverage
- . . . number of advertisers
- . . . exclusive advertisers
- . . . new advertisers
- . . . advertising pages
- . . . advertising dollar volume
- . . . readership studies won
- . . . editorial pages
- . . . editorial balance

. . . as **PURCHASING** Magazine *does* — is there any problem at all in selecting the best magazine to reach industrial purchasing agents?

## **PURCHASING** MAGAZINE

*Sells the man who buys*



A Conover-Mast publication • 205 E. 42nd St., N.Y. 17, N.Y.



cordingly. As he (now age eight) matures and develops, I will certainly do everything possible to help guide him into his field of interest and ability. I hope he likes sales!"

### 'Good Salesmanship Is a Prerequisite'

Ross Corbit

President

Hiram Walker

"Today many a large corporation is headed by a man who started selling on the street. It matters not how a man comes up through the ranks. If he is an exceptional salesman he will hold down a post of leadership.

"The early years of selling teach a man to develop his own talents, his own strong points; to use self-discipline in getting things done. He learns to be sensitive to the other person's needs and the other person's viewpoint; and to be of service."

### 'Approaching It Intelligently'

F. J. Torrence

Advertising Manager

Red Heart Division

John Morrell & Co.

"I have a son 20 years old who is taking Business Administration, but if he should decide to try for a sales job after he finishes college I certainly would offer him every encouragement. One reason I would do so is because I feel he has a natural talent for it which he has demonstrated in various ways on some of his summer jobs. Another reason for my approval is that I believe the selling field still offers excellent opportunities to persons approaching it intelligently."

### 'It's Going to Have to Improve'

Samuel S. Vaughan

(former Advertising Manager,  
former Sales Manager,  
now Editor)  
Doubleday & Co., Inc.

"... I wouldn't want my son to go into selling if the situation in selling remains unchanged from what it is today. It seems to me that it's going to have to improve as a craft, in ethics, and in potential returns before I could encourage it."

### 'Will Give Us So Much in Common'

Miles J. Kehoe

Vice President

Wesson Oil Division

Hunt Foods & Industries, Inc.

"... I hope my son (who is 11

years old) decides to go into selling or, preferably, the more embracing field of marketing, because it will give us so much in common. But if he does, it will be his own decision, and under no circumstances will I attempt to influence him except to steer him toward sources of information which will help him to make the right decision.

"... Regardless of the field he selects, I shall encourage my son to take courses in psychology and public speaking, because I believe that, regardless of field, everyone must be capable of persuading or selling other people. ..."

### 'We Did Not Protest'

J. A. McIlhenny

Vice President—Marketing

The Electric Storage Battery Co.

"Our only children are our twin sons, Donald and Ronald. I always assumed that because of their day-to-day exposure to my enthusiasm for selling and the benefits that come from a career in selling, they would just naturally head in the same direction. We were quite disappointed, therefore, when we observed what appeared to be a lack of interest in marketing on the part of the boys when they reached high school age. Being firm believers in young people's having freedom to carve out their own futures, we did not protest; although I confess that whenever it seemed appropriate, I did my best to give them a gentle nudge toward marketing. Nevertheless, they pursued agriculture, majoring in animal husbandry at the University of Wisconsin.

"Our fears were unfounded and our hopes materialized when both boys found their way into marketing. Donald has high interests in the food business and is in meat marketing with the Piggly Wiggly Co. [in Freeport, Ill.].

"Ronald became associated with

the George A. Hormel Co. in Austin, Minn. A few months ago he telephoned and enthusiastically reported that he had been transferred to Appleton, Wis., and was going to take a territory as a salesman.

"You can see that from now on I am at liberty to vigorously encourage and counsel them. And you can be sure that I will do just that!"

### 'Nothing More Satisfying'

Edward C. O'Leary

Sales Manager, Bulk & Institutional  
The Nestlé Co.

"... Selling is one of the few remaining outlets for the expression of creativeness and ingenuity and for the development of complete self-satisfaction. ... There is nothing more satisfying than closing a sale which you know has benefited the customer, your company, and yourself."

### 'It's Home-Spun but It Works'

Rayford E. Nugent

Vice President and

Asst. to Vice President, Marketing  
Philco Corp.

"The young generation coming along today is influenced by an entirely different set of standards of personal achievements; ... therefore, my reasons for developing a career in selling would be considered narrow, by comparison, to the standards of today's business world. The only similarity is the fundamentals:

"a. The desire to be successful.

"b. The willingness to work to achieve the personal goal.

"c. Respect for the opinions and feelings of your fellow man.

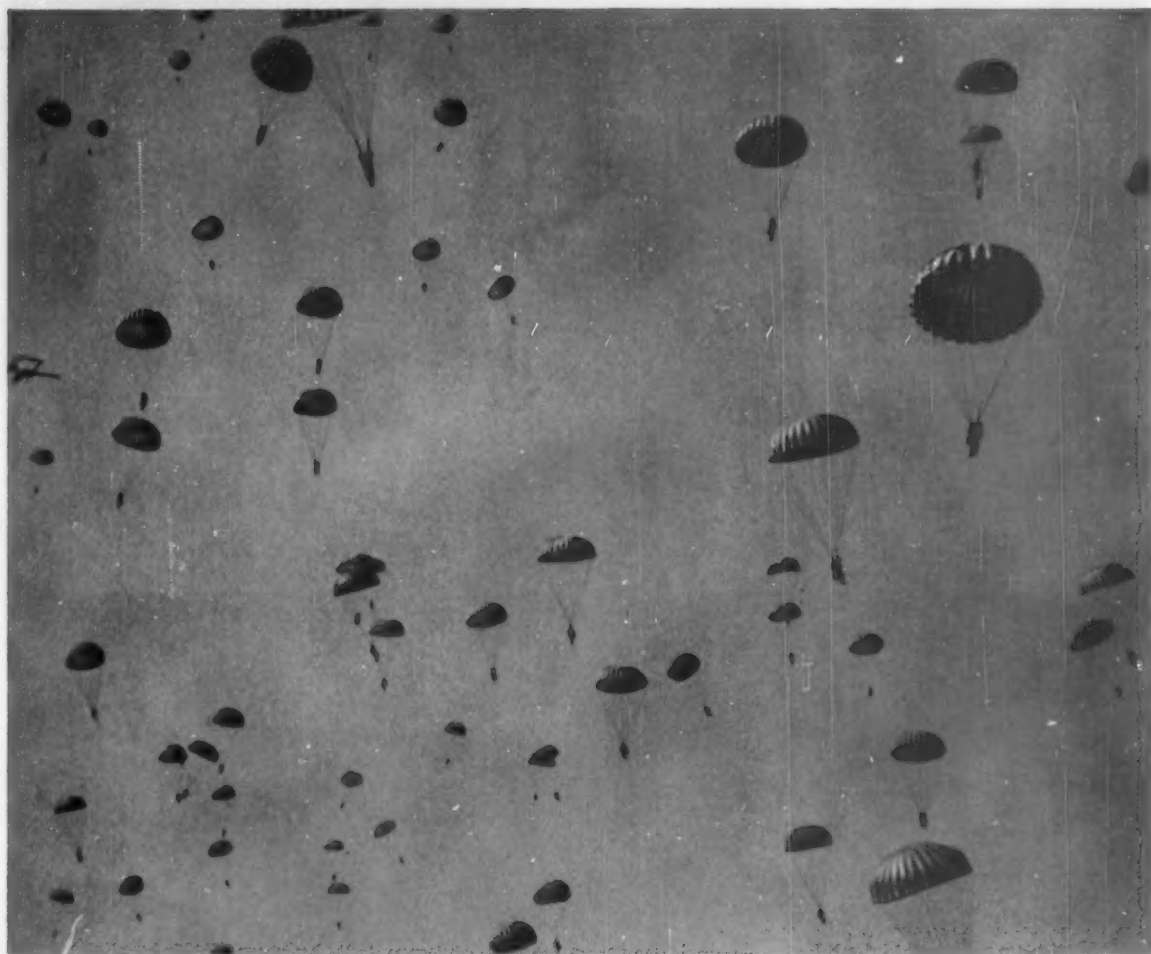
"d. Maintaining a high level of integrity and a reputation for basic honesty.

"Admittedly, it's home-spun, but it works." ♦

### Sales Management on Microfilm

Subscribers to Sales Management may receive copies on microfilm if a request is made and proof of subscription is furnished with the order. An order must be placed at the beginning of the year to receive microfilm copies at the end of the volume year (1960 copies will be delivered early in 1961, for example). Purchasers should also indicate whether a standing order is desired for the microfilm edition each year as it is published.

Microfilm orders should be sent to: University Microfilms, Inc., 313 N. First St., Ann Arbor, Michigan. The price is approximately \$11.90 per year, including postage. Since the number of pages in any one year may vary, the price is approximate, based on the number of pages of preceding years. Prices to subscribers outside the U. S. and Canada will be 10% higher.



## Concentrated **COVERAGE** where it counts...

Today more and more advertisers want concentrated coverage of outstanding marketing areas where buying power is greatest. This trend away from broad-thin national coverage is pointed out by mounting newspaper advertising lineage, increase in newspaper distributed magazines, regional magazine editions, spot broadcasting commercials, etc.

Along with this major marketing development, the First 3 markets of New York, Chicago and Philadelphia are widely recognized as the vital pivotal markets around which a successful National Marketing Campaign must be built.

It is equally apparent that within these 3 top markets — which account for 19% of total U. S. Effective Buying

Income — **FIRST 3 MARKETS GROUP** is the medium that provides the essential dominant advertising impact. *There is no substitute* for **FIRST 3's 55% COVERAGE** of all families to anchor your national campaign and favorably influence customers by the millions.

In addition to the key markets of New York, Chicago and Philadelphia, **FIRST 3's "Sunday Punch"** circulation of over 3,600,000 reaches over half the families in 1,137 cities and towns, which produce one fourth of total U. S. Retail Sales.

To make your advertising sell *more* where *more* is sold ... it's **FIRST 3 FIRST!**

THE GROUP WITH THE SUNDAY PUNCH



New York Sunday News Coloroto Magazine

Chicago Sunday Tribune Magazine

Philadelphia Sunday Inquirer "Today" Magazine

NEW YORK 17, N.Y., News Building, 220 East 42nd Street, Murray Hill 7-4884 • CHICAGO 11, Ill., Tribune Tower, Superior 7-0943 • SAN FRANCISCO 4, Calif., 155 Montgomery Street, Oldfield 1-7040 • LOS ANGELES 5, Calif., 3400 Wilshire Boulevard, DObairk 5-3557

Sales Management November 18, 1960 97

*Your promotion  
becomes local  
with dealer signs*

— — —  
*and personal  
by HANOVER*

... Because Hanover mass produces signs with individual, each-one-different custom features. You can show local store or dealer names, and change copy on each sign. You can specify varying sign lengths and heights — and mounting styles — to fit each individual location. And, Hanover signs do continuous, day and night, advertising for you at the point of decision. Hanover Neon Electric Corp., 1825 Joyce Ave., Columbus 19, Ohio.

Hanover makes small signs for inside use, large ones including huge spectaculars for outdoor use... Vacuum forms sign faces of acrylic plastic, with design and lettering embossed in high relief against plain or patterned background. Colors are inside-applied, and bonded to stay brilliant. Lamps and mounting fittings are included, and each sign carries UL and union labels. Economical in short runs and spot reorders.





# Why Friden Pays 'COMMISSIONS ONLY'

*In a day when the trend in compensation is swinging more and more to a salary plan, Friden credits much of its fast-growing volume (\$26 million to \$74 million in the past five years) to the stimulation given each salesman with a "commission only" policy.*

By ROBERT E. BUSHER  
Vice President, Sales  
Friden, Inc.

When we at Friden talk compensation, we talk incentive. This single word, incentive, sums up our philosophy of compensation. Incentive compensation is the accepted basic device for getting the best efforts from our sales force and making it possible for them to enjoy unrestricted earnings. This, in brief, is why our sales compensation plan is, in essence, a commission plan.

We are not unaware that the evolution in sales compensation is towards salary, pension, fringe benefits, and that the trend against the incentive concept has grown. But trend does not prove superiority.

We believe that the cradle-to-grave kind of security that more and more business firms are guaranteeing to salesmen is a highly questionable development in terms of advantages to both the company and its men. So we continue in the firm belief that the commission plan of sales compensation is the soundest system for marketing our kind of product. (We would not argue that there are not some businesses, leaning heavily to service, in which salary, bonus and fringe benefits provide the more practical approach to compensation.)

For us, commission is sounder be-

cause our past records prove that it does our sales job better and gives us happier, more loyal, more satisfied men. We believe it attracts better men. It's surprising how many of the more ambitious ones come to us because of our compensation policy . . . and it's not entirely a matter of earnings, either—there is the matter of being able to maintain one's dignity as a human being.

Yes, frankly, we are resisting the tide that leads to highly centralized, tightly regulated management, the over-organization that stifles initiative. We like the entrepreneur spirit. We like to employ enterprising people who are not satisfied with routine effort.

► If you guarantee a salary regardless of performance, you must protect yourself so as not to be placed in the position of paying too much for too little in return. Compensation must be kept in its planned position within the scheme of distribution costs you adopt. With a salary plan you are paying fixed, guaranteed amounts to unknown men. Some will turn out poorly or be, and even remain, mediocre. Your losses have to be made up. Usually, it is at the expense of better men—the weaker ones drag down the earning

level of your entire sales force.

Under a commission system the men set their own wages in a sense: they earn proportionately to their efforts. We have found that a salesman confident of his ability to sell will not wish to work except on commission.

We realize that in this day it would be unrealistic for a company to expect to go out and hire green young sales neophytes on straight commission. Beginners, whom we call junior salesmen, are paid a salary and small commission to whet their appetites for incentive. When they become seniors they receive a drawing account which in most situations is modest, yet adequate to get along on, so that they are not exactly thrown to the wolves. All commission earned is credited to this drawing account and overages are paid as they occur.

Thus, a young man has the advantage of being "financed" during his starting and proving period with the plus advantages of commission. The man has his contract in a proved territory, and is further provided with machines, aids, tools, and assistance of every sort. We have estimated that the company actually puts up a working capital of about \$15,000 for each

new man starting out to sell for us.

The salesman knows, furthermore, that he is not out there on a shoe-string struggling to prove himself while his superiors are enjoying guaranteed salaries regardless of performance at their level. Our entire sales organization is built on the incentive theory. Eighty percent of our sales offices across the nation operate on a commission basis, with 90% of all salesmen on commission. The other 10% are the trainees. All senior salesmen sell on straight commission.

The branch offices operating on commission receive over-all commis-

sion for the running of the office. All expenses and salesmen's compensation are charged to the branch office. Payments are made from the headquarters in San Leandro, Cal., but the branch office account is charged. The office is credited with an understood percentage of each sale. After salesmen's commissions and other expenses are met, the remainder belongs to the manager. If he is less watchful, less efficient than he should be, picks a wrong salesman, pays him more than he is worth, then the resultant expense comes out of the profits of the branch he operates and he is the loser.

The sales offices that are run on a direct basis by the company are so operated for good reason. In most cases they have grown too large to make commission financing feasible for the branch itself. In the evolution of our business, we graduated at a certain point from an out-and-out distributor system of selling our business machines, to the establishment of branch offices, all of which are operated on the commission basis described. All personnel are company employees and the company does all of the billing and collecting.

We have now entered a third stage in distribution development where, in our larger sales offices, we have the manager on a salary and profit sharing arrangement. This is done because in these large and complex offices the amount of capital required to finance a well-balanced operation would present too great a problem and burden for a younger man being promoted to such a location. In the case of smaller offices the capital required is more closely related to the man's personal worth.

So it proves out best for management to finance the major sales offices. Even though the manager is paid a salary and a share of the profits, his compensation still comes primarily from the profits. We always keep incentive as the major element in the earnings of anyone in sales.

► Even though an established sales office has grown very large we do not disturb an existing commission set-up, provided a first-class job is being done. If, however, this is not the case, or if a new manager is appointed, then usually the office is converted to a direct branch and the financing and compensation handled as described. Because of the rapid growth of many of our branches it is likely that the number of direct branches will increase.

We feel that a great deal of care is needed in choosing salesmen who are to operate happily and effectively on commission. We take infinite pains. All candidates are thoroughly screened, and only those meeting prescribed requirements as to character, temperament, general capability and aptitude for selling by our standards are considered. During the initial selection we use aptitude testing of a sort that has given us good results.

One thing we are very careful to do is to give each candidate a complete picture of the Friden compensation philosophy and policy. We have a certain package to sell a sales candidate. Nothing is concealed or made to look easier or rosier than it is in terms of effort to be expended to win



*a handy guide to successful packaging for the busy executive*

**THE CLARK PACKAGING FOLIO** is a convenient new reference file that places valuable container design and packaging data right at your fingertips—and it's yours free with our compliments. Informative, interestingly written booklets like "A Businessman's Guide to Container Design," "Selling the Mass Market," and "Container Analysis" are useful additions to any executive's packaging idea file. To get your copy of the Clark Packaging Folio, simply write J. L. Clark Manufacturing Company, Rockford, Illinois. Your personal folio will be sent by return mail.



**J. L. CLARK**

Manufacturing Company

Home office and plant, Rockford, Illinois  
Liberty Division plant and sales, Lancaster, Pa.  
New York sales office, Chrysler Bldg.,  
New York 17, N. Y.

**now** reduced prices make  
it even thriftier!

## '61 CHEVY CORVAIR

Keeping costs down is a fine art with most businesses—and nobody's more aware of it than Chevrolet. Which is why we've come up with some important news about Corvair for 1961.

To begin with, prices have been reduced on all coupes and sedans. (Your dealer will be glad to tell you exactly how much.) Enough said.

What's more, a new rear axle ratio, quicker-than-ever cold-start warmup and other im-

provements help make Corvair a more practical buy than ever.



Under the hood, you'll find nearly 12% more cargo capacity, too. Along with all of the refinements you'll enjoy in the '61 Corvair, you'll appreciate the traditional virtues that have become a trademark with us: that air-cooled rear engine (never needs antifreeze), the traction, the nimble handling that makes driving easier.

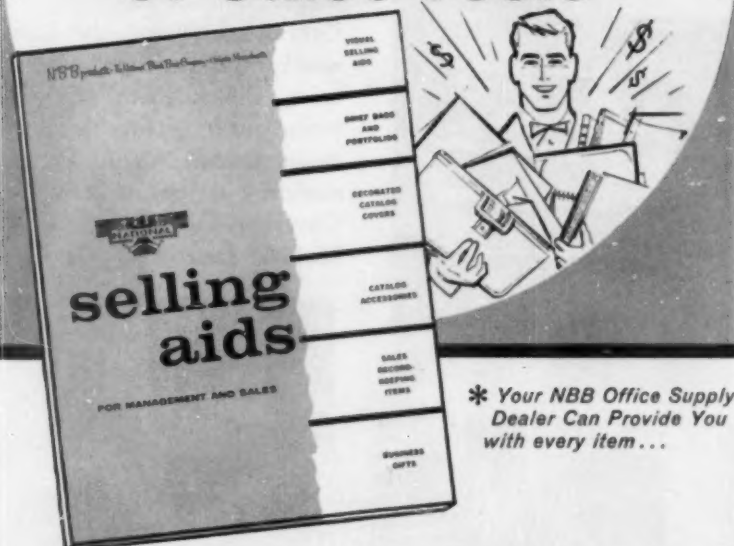
Give Corvair a chance to show you what it can do for your balance sheet. Your Chevrolet dealer's the man to see. (And by the way, you might well be interested in Corvair's wagons—the Lakewood and the intriguing Greenbrier. Check them both out while you're getting the short, sweet details about Corvair economy at your dealer's.) . . . Chevrolet Division of General Motors, Detroit 2, Michigan.





**SAVE SHOPPING TIME** for Presentation Binders, Catalog Covers, Brief Bags, Portfolios, Business Gifts, etc.

# Get this FREE "Dept. Store" of Sales Tools\*



\* Your NBB Office Supply Dealer Can Provide You with every item...

Now you can save time and money three ways with this NBB Selling Aids Catalog:

1. Clearly indexed and illustrated, it helps you to quickly pick out the items you want.
2. Your local NBB office supply dealer will give you expert advice in selecting items to meet your special needs.
3. You will get prompt delivery from your NBB dealer.

Send coupon today for your copy



**National Blank Book Company**

Dept. 2611, Holyoke, Massachusetts

Please send my FREE copy of your Selling Aids Catalog

NAME .....

COMPANY .....

STREET .....

CITY ..... ZONE ..... STATE .....

My office supply dealer is .....

results. We want men who like effort, enjoy the challenge of responsibility, want to sell because they like selling as a career and way of life—not a (presumably) glamorous way to make a lot of money quickly and easily without too much discipline.

Accepted candidates are sent first to our own sales training school at Rochester, N. Y. If a man does not measure up during his first tests there, those in charge of his training notify the manager of the local office for which he was intended and where, most likely, initial selection was made. At no point in our handling of sales people or candidates are the men treated as statistics—each man is given individual consideration.

A man who makes the grade and is graduated from the training school is considered a junior salesman and is assigned to a senior salesman in need of assistance in his territory. The junior's development and progress is guided by the senior until he is sufficiently experienced to be on his own.

During the training on the job, if the trainee is a young man just out of college, he receives the going salary for his situation and degree of experience. If the going rate for junior salesmen in our field is \$400, \$425, \$450, or whatever, in the particular location and at a given time, that is what our junior salesman receives. In addition, he receives a little commission. This has the double effect of giving him the opportunity to begin to build up his earnings by his own efforts and at the same time letting him learn to think and work in terms of incentive.

► The total training period runs, roughly, to about a year, although there is no arbitrary rule as to when a man makes the big change from salary to commission. Readiness of the new salesman is left up to the judgment of his local manager. When the junior salesman emerges from his training period he starts out on his own with a contract for a territory and a drawing account and from then on he works entirely on commission.

We have many men who do not want a drawing account—just a straight commission arrangement. Those taking this attitude usually are highly experienced men, not beginners or trainees—men who are not hurting for money but are looking for a congenial atmosphere in which to exercise their ability and independence of spirit. They will approach one of our branch managers and ask to have a territory assigned because they like our company's policies and products and are willing to gamble on their own



# You can't afford not to know what's NEW for YOU in Bell System communications!



*Right now* is a good time to find out.

From Bell System research and development have come startlingly new services and equipment, plus vast improvements in many existing communications. Any profit-minded businessman should know about them.

For example... there is a new family of telephones with push-button features that let you hold six-way conferences and take calls on as many as 29 outside, extension or intercom lines.

There are PBX switchboards with greatly increased versatility; advanced teletype equipment; and Data-Phone, a new data-transmission service that enables you to send data over local or

long distance telephone circuits at incredible speeds.

There are private-line services that permit unlimited long distance calling between your home office and outlying plants for a flat monthly rate.

There are "hands-free" telephones, automatic-answering telephones and a host of other important developments. All are designed to save your time, cut your costs, improve your service to customers and otherwise help you operate more profitably.

Whether you're interested in communications from desk to desk, from building to building, or from city to city, the Bell System can serve your every need fully and efficiently.

Make sure you're getting the *most* out of your communications. Just call your Bell Telephone business office and ask to have a Communications Consultant call on you. You'll like what he has to say.

You have nothing to lose... and probably a great deal to gain.

**BELL TELEPHONE SYSTEM**



**Spendable income for  
Pennsylvania farm families  
hits \$1,004,100,000**



Farmers are industry's biggest customers . . . big because they spend from gross income . . . not from a worker's paycheck, minus deductions (net income).

As farm operations become larger and more mechanized, purchases increase. Since 1940, capital goods outlays have gone up 582 percent . . . production spending up 398 percent.

Pennsylvania farmers buy in a typical year: tractors—23,040 units; fertilizer—626,000 tons; building materials—\$117,233,000; drugs—\$35,434,000; furniture and appliances—\$74,631,000; retail food—\$369,865,000; automotive—\$322,703,000; gas and oil—\$125,551,000.

**You reach him BEST in  
his own state farm paper**

Local editing creates a climate of confidence in PENNSYLVANIA FARMER—merging your sales story with his shopping list.

Farmers prefer PENNSYLVANIA FARMER 2 to 1 over any other farm magazine because articles are right for their soil and their crops.

State farm papers provide a reader environment rich in interest and trust . . . an atmosphere in which your advertising sells harder . . . is more impressive . . . more persuasive . . . more convincing.

Only state farm papers support your ads with local editing. Want proof? Send for free folder.



**Pennsylvania Farmer**

HARRISBURG, PENNSYLVANIA

STRAIGHT-LINE  
ADVERTISING  
available also in—  
• THE OHIO FARMER  
• MICHIGAN FARMER  
• THE INDIANA FARMER  
• THE KENTUCKY FARMER  
• THE TENNESSEE FARMER  
& HOMEMAHER

**FARM  
SHOW**

Greatest Agricultural Show in the East  
**1961 Pennsylvania Farm Show**

Harrisburg—January 9-15, 1961  
PREVIEWED IN THE JANUARY 14, 1961 ISSUE  
CLOSING DATE DECEMBER 6, 1960

abilities, experience, and know-how.

Should a salesman who is receiving a drawing account leave the company with a debit balance, his account is charged with it. That is, any unearned drawing account monies paid to him are charged to the office out of which he worked and it is up to the manager of that office to handle the disposition fairly for all concerned.

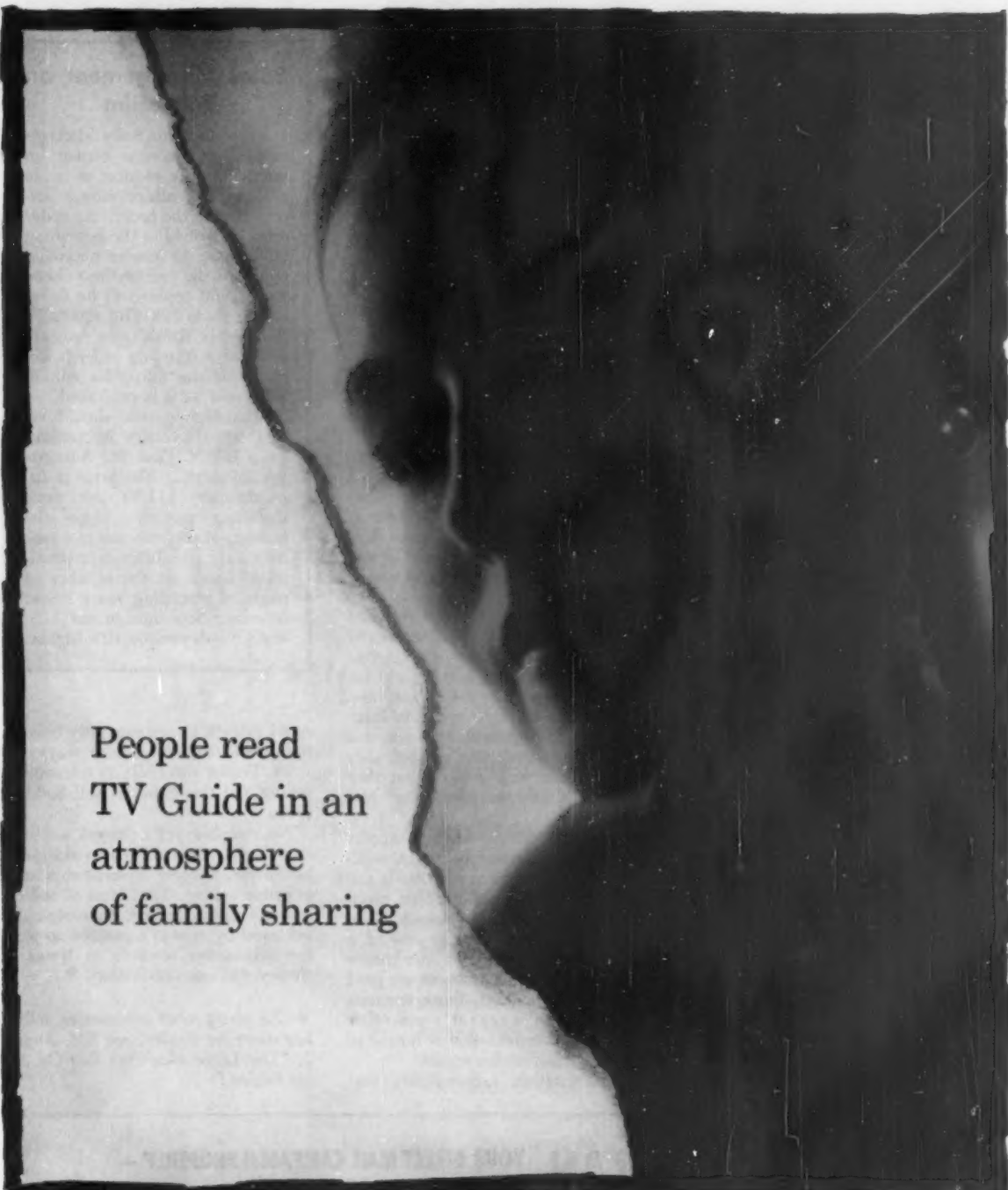
Despite all the care in the world in initial screening and testing of men, there is no point in denying that there is a fair amount of turnover in beginners after they start out on their own. This is their real proving ground. They decide for themselves whether or not they have what it takes. If they turn out to be temperamentally or otherwise unfit for our kind of selling, they still have an advantage in that there is no insult to their egos from being released. A poor production means low commissions and generally in such cases a separation is a voluntary one.

Among the men who do qualify and become senior salesmen on straight commission, Friden enjoys a very stable situation with turnover. If a man makes it on commission for his first year, it is very unlikely that he will quit—he gets the true feel and excitement of commission selling as a way of life.

► We have a uniform commission schedule with slight variations in application. In some offices salesmen have available differing degrees of assistance from instructors or systems people who can work along with them in their calls. These aides are usually young women trained to provide instruction on the use and operation of our machines to customers' office personnel. If a salesman is given some such assistance at the expense of his branch office manager, the salesman's commission rate may be proportionately reduced.

Let us take a theoretical figure for illustration and suppose that a minimum commission rate is 15% and the maximum 17%. If a salesman in New York, Chicago or some other big center is given, at no cost to him, the assistance of instructors or systems people to supplement his own activities in contacting his customers, he may be paid the minimum commission amount instead of the maximum. Where a man is doing the selling himself and handling the entire job without aid, he will get the maximum.

As must be apparent, we are trying to keep a good balance between a highly centralized, totalitarian sort of system and an autonomous and decentralized one. We do not like totalitarianism; yet complete autonomy



People read  
TV Guide in an  
atmosphere  
of family sharing

"They are oriented toward relatively wholesome family-centered concerns." This conclusion, of particular significance to advertisers, stems from the depth study of TV GUIDE readers made by Dr. Burleigh B. Gardner and staff, of Social Research, Inc. The TV GUIDE audience is both huge and rather special. It consists predominantly of selective viewers (73%)—determinedly

rational—who read the magazine cover to cover for the background and knowledge they need to get the most out of their TV watching. These families, primarily young, express concern about taste. They strive to be discriminating. They are a powerful force to have on your side, as important advertisers (from Coca-Cola and Kraft to Pontiac and Seagram's) are well aware.



**Best-selling  
weekly magazine  
in America**

*For a detailed report on the Gardner Study, call your local TV GUIDE office or write TV GUIDE, Radnor, Pa.*





## 5 WAY PRESENTATION EASEL

Ideal for flip chart or card chart presentations. Or write as you talk on paper pad or chalkboard. Lightweight aluminum, folds in a jiffy.

Complete with chalkboard, hinged clamp, chalk, eraser:

**\$4250** (less pads)

Four paper pads \$12.00

Carrying case \$12.50

**ARLINGTON**  
ALUMINUM COMPANY

19005 W. Davison • Detroit 23, Mich.



## LOSING SALES IN MINNESOTA'S 4th LARGEST MARKET?

You are if you're depending on a Minneapolis daily paper to sell the Moorhead-Fargo 2-county, 2-state "metropolitan" market. You get less than 8% coverage, compared to the 9-out-of-10-family coverage of The Fargo Forum — Moorhead News.

Moorhead-Fargo's 105,400 people are Minnesota's 4th market, North Dakota's 1st market . . . and the largest market between Minneapolis and Spokane!

20 counties in 2 states, but only one market of 315,100 people, solidly sold by only one newspaper

— THE FARGO FORUM.



Represented by King'sbury Company  
**THE FARGO FORUM**  
Moorhead News  
Largest circulation in North Dakota and western Minnesota

of branch managers and their men in the field is not practicable.

We like to keep the freshness of point of view, give fullest possible play to the talents and initiative of the local sales managers and the salesmen, while maintaining a minimum of necessary discipline. We do this by having a comprehensive sales manual which spells out company policy in this sphere. So long as men and managers work within the rules, as they would in a game, they are pretty much on their own. We require their consultation with top management on major matters but we don't expect them to write in to headquarters if a T needs to be crossed differently on occasion.

► What about the great modern incubus of fringe benefits, pensions, all that, which most young people entering business, including sales, take so seriously nowadays? Where does Friden stand on that issue? It's a question candidates ask. Our reply is, simply, that in our company, since no earnings are held back or trimmed to provide for such, both salesmen and sales managers take care of their own fringe benefits. What current and future protection they will seek and finance is up to them—and the earnings of our salesmen are, we can state without hesitation, exceptionally high—certainly well above what they would be if they were on salary and bonus.

This whole matter of fringe benefits is one of dollars and cents. A well-managed company knows what it can afford for the marketing of its products. You assign that amount. Then you can pay it out in any one of a hundred ways. But you can never forget that if certain amounts are paid out in fringe benefits, those amounts must be taken away at some other point. Sales compensation is bound to suffer.

Friden's rather extraordinary and

## Sales Management on Microfilm

Subscribers to Sales Management may receive copies on microfilm if a request is made and proof of subscription is furnished with the order. An order must be placed at the beginning of the year to receive microfilm copies at the end of the volume year (1960 copies will be delivered early in 1961, for example). Purchasers should also indicate whether a standing order is desired for the microfilm edition each year as it is published.

Microfilm orders should be sent to: University Microfilms, Inc., 313 N. First St., Ann Arbor, Michigan. The price is approximately \$11.90 per year, including postage. Since the number of pages in any one year may vary, the price is approximate, based on the number of pages of preceding years. Prices to subscribers outside the U.S. and Canada will be 10% higher.

rapid growth is, we modestly believe, the proof that the bolder ways still work. Friden was built on commission selling and this policy is still building for us.

No one has yet invented anything that the customer will come along and take away. Success depends on strong, effective selling. That kind of selling, in our opinion, is best stimulated and achieved by men in a position to work for substantial rewards in terms of money and ego satisfaction. ♦

► To verify what commission selling has done for Friden, see SM, August 5, "The Little Machines Pay Off Big for Friden."

## PLAN YOUR DIRECT MAIL CAMPAIGN PROPERLY — BUY QUALITY, NOT PRICE!

The price of a list is immaterial. It's the results that count!

Cheap lists are poor lists. And the best selling copy in the world to poor lists will not do nearly as well as mediocre copy to the best lists. But the best lists cost money!

Realizing this, and knowing that accuracy cannot be trusted to chance or luck, McGraw-Hill employs a staff of 90 experts to keep its lists

complete and up-to-date.

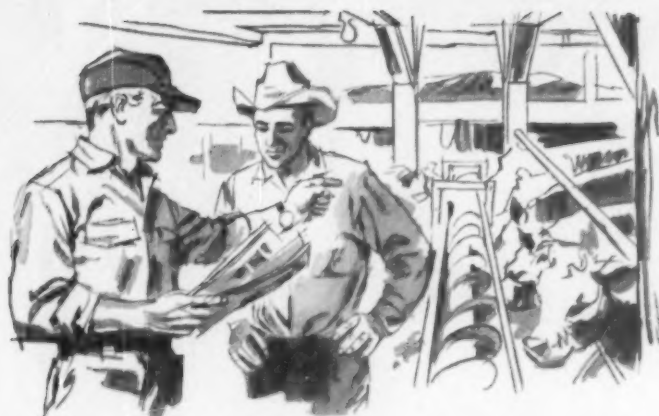
This assures list quality — quality which is backed by thousands of successful case histories in our files. Try a McGraw-Hill list on your next mailing! You'll be glad you did.

Free catalog on request. Write:

McGraw-Hill Direct Mail Division  
330 West 42nd Street  
New York 36, New York



# 57% keep for future reference!



Most media are short lived. The fifteen second commercial lasts fifteen seconds. The newspaper rarely outlasts its issue date. Many magazines are in use only a few days.

But **SUCCESSFUL FARMING** is read, studied, consulted, referred to, clipped, filed, kept in scrapbooks, for months and years. Some 57% of its families keep it for future reference; and 70% refer to advertising in back issues!

Why? Because this magazine gives big returns to its readers—in better business, in better living. It helps the business man farmer make better use of his time, his money, his land, his equipment; helps him plan his future. It helps his wife with her work, her plans, her menus, her children, her social affairs.

It gives case histories, reports of actual applications, diagrammatic directions. It pictures in color—kitchens, family rooms, laundries, bedrooms, patios, gardens, swimming pools. Its contents can be believed, trusted, followed. Because it has been benefiting its readers for fifty-eight years, it has a very considerable influence—unmatched by any other medium. And influence that affects the reception and response of every advertisement in its pages! The advertiser not only buys space, but influence.

In circulation, SF does not compete with today's telephone numbers. But of its 1,300,000 families 87% own or operate a farm—the cream of the country's big producers, big earners; and one of today's class markets.

Want your advertising to make some sales? Put it in **SUCCESSFUL FARMING**. Any SF office can give you all the details.

**SUCCESSFUL FARMING** . . . Des Moines, Chicago, New York, Atlanta, Boston, Cleveland, Detroit, Los Angeles, Minneapolis, Philadelphia, St. Louis, San Francisco.



Irresistible force...



New York audiences are irresistibly drawn to the programs they see on Channel 2. The inevitable outcome: day and night, month-in and month-out, WCBS-TV remains *firmly fixed in the number one spot*.

The first weeks of the new television season prove the point all over again! In a seven-station market, Channel 2 chalks up an over-all 32.4% share of audience, *34% larger* than the second station, *113% larger* than

Immovable object!



the third and *14% larger* than all the other stations *combined*; 18 of the top 25 *daytime* shows and 20 of the top 25 *nighttime* shows; *more* top-rated news, public affairs programming, feature film shows, westerns, variety, dramas, situation comedies than any other station. Source: Arbitron, Oct. 2-22

Beyond question, the New York television picture remains the same. In the nation's largest market, the largest audiences stay tuned to...

REPRESENTED BY CBS TELEVISION SPOT SALES • CBS OWNED **WCBS-TV**

# Divco-Wayne: A Royal Feast From the Competition's Crumbs

Here's a company that makes the truck that brings your milk, the school bus that transports your kids, the hearse that provided Cousin Willie's last ride. Yet it's staffed with non-automotive execs, succeeds by doing the sort of job the Big Three won't undertake and by doing it all with un-stereotyped thinking!

**COMPACT INVASION:** It's the trend in buses, too. Here's the new "Baniam Bus" for schools and intra-city work. Latter is done in off hours, vacations.



**D**OWN IN MEMPHIS, the Miller-Meteor salesman spit on his hands and tackled a particularly balky funeral director. The man needed a new hearse. He knew he needed a new hearse. He fairly drooled over the company's new model. But even with the help of M-M's brand-new financing plan, he sighed, he didn't think he could make it. "Unless," he said, suddenly brightening, "you'll take 22 Black Angus cattle for it!"

And that was how Divco-Wayne Corp.—one of whose three divisions is Miller-Meteor—happened to serve prime steaks at a regional sales meeting. Raymond E. Miller, Divco-Wayne's cool-as-a-coffin-handle sales manager, is a guy who believes in encouraging initiative. The Memphis salesman, in Miller's book, had shown more than a modicum of the commodity. (Miller bought one of the





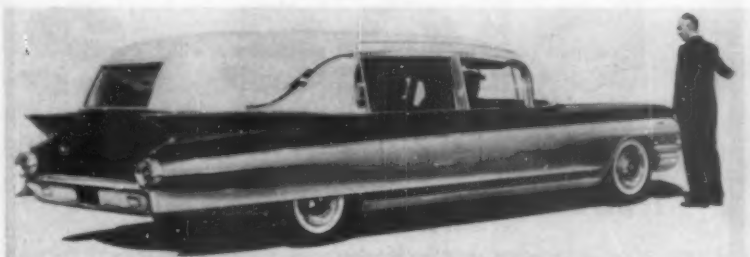
**DIVCO MILKS** the market where delivery is concerned: More than 80% of milk trucks are made by the firm's Detroit plant.

Black Angus to show his approval.)

Stealing an idea from General Motors—in this instance, company financing—and then adapting it to off-beat needs, is the sort of thinking that helps account for the fact that Divco-Wayne continually walks off with the biggest percentage in sales of the country's special-body trucks, hearses and school buses.

The company refuses to fit a pattern.

Take a corporation, in the automotive field, that's a fairly recent amalgamation of three old companies selling highly specialized vehicles. Staff it with non-automotive executives. Head it with a former lawyer who thinks unorthodoxly about running a business. The pundits would forecast a bust. In Divco-Wayne's case, what comes up is a healthy company (last year's sales: almost



**COLOR** has become a status symbol in the funeral trade. Miller-Meteor introduced the first multi-color hearse. Here's the division's 1961 Landau model.

\$36 million) that causes competitors to quake, or imitate.

Divco-Wayne is made up of these Divisions: Divco Truck (multi-stop delivery trucks), Wayne Works (school and adult passenger buses), Miller-Meteor (funeral coaches and ambulances).

The company began to assemble in 1950 when a New York lawyer, Newton Glekel—who says his biggest value to his businessmen clients was in preventing them from making disastrous financial mistakes—decided to put into practice, for himself, the management ideas he'd been passing

on to clients. Almost by chance he came across Wayne Works. Wayne went all the way back to 1837, when it was founded to make farm machinery. The little company wasn't too prosperous but it did have a heady list of "firsts"—first to make a school bus body designed for motor-powered chassis (and before that, first horse-drawn hack for transporting children to school), Wayne also built the first all-steel bus body.

Wayne's ownership, decided Glekel, was notoriously shortsighted: It seemed preoccupied with fear of a major depression. Glekel sneered. If

ever there was a depression-resistant business, he reasoned, it was building school buses. No matter what the shape of the economy, children still go to school. And while school buses are tough, they do wear out.

Glekel bought Wayne.

Four years later he gave it a little brother, the A. J. Miller Co. And he assembled a staff that was sales-minded but—and here the competition rubbed its hands gleefully—knew nothing whatever about the automotive field. (Ray Miller, for example, had a good background in the appliance field but he'd never sold a

motor vehicle.) Glekel's reasoning, the competition discovered, may have been unorthodox but it worked. He wanted executives who wouldn't approach this offbeat vehicle business with on-beat, or ordinary, thinking.

He did keep the company's engineers. But practically over their supine forms, he insisted on building hearses in color! Funeral directors, bellowed the engineers, would themselves drop dead before they bought anything but a black hearse.

As a hedge, Glekel told the division's salesmen to display the new hearses, to use their most persuasive salesmanship to move the cars. If funeral directors refused to buy, Miller would take them back for repainting. To everyone's amazement—but not to Glekel's—the funeral homes of the country went for the "gay" hearses.

The competition went into convulsions as Meteor walked off with the business. Some competitors never recovered.

Then Meteor Motor Car Co., builder of custom coaches, went on the block. Glekel bought the firm, merged Miller with it. About the same time he merged with Divco, which made milk trucks for city delivery, door-to-door. Divco had made the first electric milk wagon, in 1920. In 1938 it put out the first, now familiar, snub-nosed, stand-up milk truck.

► Now Glekel had his three divisions, each making a specialized vehicle. He had assembled his properties with an eye to the future. Because each division made such unusual vehicles, each different—because of local laws and individual tastes, no two school buses, hearses or trucks are identical—the big boys of the automotive industry wouldn't touch them. They were delighted to have a steady customer to buy chassis, motors, component parts and relieve them of the headaches. But Glekel still wasn't satisfied.

He looked first at Divco and he didn't like what he saw. The company had gone on making the same old, useful milk truck without seeing that there was a steady outpouring of people to the suburbs. These suburbanites didn't want to pay for home delivery when the super market sold for less. Consequently wholesale delivery of milk was becoming increasingly important. Bigger trucks, of different types, were needed. Glekel set Divco to producing them. Yet, the old-style milk truck, Divco's backbone, was a good workhorse. Compact, cheap to operate, it had more than one potential use. Almost overnight, the company began to make

## ARE YOU GETTING THESE BENEFITS FROM YOUR PRESENT SALESMEN'S CAR PLAN?

*They Are Yours with the Unique PHH Services*

**1**

An expense reimbursement plan that salesmen endorse . . . one that eliminates inequities.

**2**

Safe, late model automobiles delivered directly to the salesman's home anywhere in the United States or Canada.

**3**

Complete company control over car expenses which can mean substantial savings to you.

**4**

Easing of the problem of salesmen turnover and recruitment.

Currently, more than 500 cost-conscious companies . . . leaders in business and industry . . . are using the PHH plan to solve the need for modern, dependable, economical transportation for salesmen.

Find out how you can benefit from the unique advantages offered by PHH. If you employ 20 or more salesmen using transportation, call or write today for full information and a copy of our brochure entitled "A Look Into the Peterson, Howell and Heather Car Plan".

### PETERSON, HOWELL & HEATHER, INC.

Complete Management Services for Salesmen's Car Plans

2521 North Charles Street—Department E-4  
Baltimore 18, Maryland

In Canada—3970 Cote des Neiges Rd.  
Montreal 25, P.Q.





# She's sold!

...and Du Pont cellophane's "machine flexibility" made the sale more profitable

It takes two different machines to package the candy the lady is buying. One twist wraps the individual pieces in cellophane (at the rate of 250 per minute!)...the other makes the bag. Cellophane runs quickly and smoothly on both of these machines.

This is a good example of Du Pont cellophane's "machine flexibility"—which means you can run cellophane more economically on more different machines than any other packaging

material. The result: with cellophane, your packaging costs go down—your profit per sale goes up.

And no other packaging material has the selling power you get from Du Pont cellophane's sparkling transparency... its wide protective range... its design versatility... and its colorful printability.

**PROVE TO YOURSELF** that Du Pont cellophane can help you sell more... increase your profit per sale. Ask a

Du Pont representative to give you all the facts. Du Pont Company, Film Dept., Wilmington, Delaware.



Better Things for Better Living  
...through Chemistry





# It's 2 to 1

**in fast-service  
eating places,  
twice-the-turnover  
per seat means...**

**MORE Meals  
MORE Sales  
MORE Profits**

**NO MATTER WHAT YOU CALL THEM**

Coffee Shops  
Confectionery Stores  
Counter Restaurants  
Department Stores  
Diners  
Drive-Ins  
Drug Stores  
Fountain Restaurants  
Industrial Cafeterias  
Luncheonettes  
Sandwich Shops  
Variety Stores

**NO MATTER WHERE YOU FIND THEM**

Airports  
Bus Terminals  
Railroad Stations  
Main Streets  
Main Highways  
In Industry

**THEY ALL HAVE**

**ONE THING IN COMMON—**

**FAST SERVICE**

To effectively reach this  
specialized market specify  
**FAST FOOD**  
for an advertising schedule

**EPA**

**NBP**

# FAST FOOD

magazine

**630 THIRD AVE.  
NEW YORK 17, N. Y.**



adaptations of the milk truck, for parcel delivery users, as laundry trucks, to deliver frozen foods, as trucks for caterers. Since the basic truck was simply a box on wheels, Divco made it in every possible variation on recommendations from the sales staff.

Ray Miller's sales staff kept dreaming up new trucks for customers and, as often as not, trucks for entirely new customers. It was the division's sales staff that pushed through the idea of the soft ice cream truck which could go where crowds congregate, make the product, and sell it on the spot. Even pizza purveyors took to the road in Divco trucks. One alert salesman, hearing an appliance dealer moan over the headache of picking up broken appliances and carting them back to his overcrowded shop, got Divco's engineers to develop a truck that was a mobile repair center. Now the dealer sends it on appointed rounds, repairing at curbside.

Miller cracks the sales whip over all three divisions. Under him are three division sales managers and under them is a field force of between 12 and 18 men who roam the country assisting salesmen for all three divisions. There is a network of dealers in almost all of the 50 states. Generally a dealer will handle only one of Divco-Wayne's divisions. But sometimes they work for two and in some cases, all three.

► Miller and Glekel recognized early that, in addition to salesmen, the company had a greater-than-usual need for sales tools. So the firm has a staff of financial analysts who evaluate market potential for each division. To assist the sales forces, Divco-Wayne has a sort of super-salesman it calls an Applications Engineer.

Here's how he works: A salesman in Minneapolis has a customer whose fleet of trucks is perfectly sound but something, somewhere, is wrong. Profits are down. The trucks look like the culprits. So the salesman sends an S.O.S. to the applications engineer, who often spends as much as two weeks riding around with the customer's drivers, observing the trucks' performance, their function, the uses they're put to. Then he sits down with the company's engineers and designs a truck for the job.

Back in Minneapolis, he and the salesman make a sales presentation to the customer, who buys, more often than not. Sometimes it's only one truck, but what Divco learns from one order, it, and its salesmen, can use as sales ammunition to fire at other potential customers.

The applications engineer principle

was adopted by Miller-Meteor, which solved the problem of hundreds of funeral directors who must provide ambulance service as well. Now M-M makes a combination hearse and ambulance by the simple expedient of a tilt-top floor.

This division has a steady repeat business from funeral directors who must get a new hearse—the American public being what it is — every few years. American families demand that the Late Lamented take his last ride in style—and it has to be the latest style.

So Miller helps the mortician recondition, advertise and sell the old funeral coach.

► And Miller has gotten his salesmen so attuned to seizing the main sales chance that they have even learned to capitalize on misfortune. In Worcester, Mass., the garage of a milk delivery company burned to the ground, taking with it all the company's trucks. Divco's local dealer heard about the fire and rushed to the charred garage. While the firemen were still on the scene he sold a whole new fleet, on condition that he have it on the street the next morning, clothed in the milk firm's colors.

Divco worked around the clock and filled the order.

The little workhorse milk truck is sporting around the country in another guise. Divco revamped it for intra-city transportation. Ann Arbor, Michigan, agreed to try it out for size and service when the Wayne salesman offered it to the city cost-free. From that salesman's initiative, backed by Ray Miller, the company got a whacking good order for milk trucks converted to buses. Miller has also sold it as interplant transportation for field workers.

In the school bus field — at once profitable and, because safety regulations vary not merely from state to state but from county to county, as complicated to sell as an oil burner in the Congo—Divco-Wayne has refused to rest on the status quo. It is sending around the country, for display, a school bus of the future with no wheels. It floats a few inches above the ground on forced air. Inside there are ultraviolet lamps, to solve one health problem that stems from busloads of runny-nosed kids. It is equipped with radar and it is automatically controlled.

Ray Miller thinks it is just a question of time until one of his salesmen gets a school board order for this floating bus and the ground will be broken. Then, he says, they'll have to build a hearse that'll ride like Cloud Nine! ♦

HW





## In power...room...comfort...economy the hot fleet topic is the new Tempest!

Here's the new-size fleet car that makes real sense . . . that overcomes the drawbacks of the compacts.

The Tempest's Trophy 4 is ready, eager and able to take on the sixes. There's no wait for response; it takes steep hills in easy high-gear stride. You get where you're going right along with the big ones.

The Tempest's sensible size does away with driver cramp. There's stretch-out room for six (practically flat floor); more head-room, leg-room, elbow-room, hip-room; trunk space that's ample and usable.

The Tempest cuts down travel fatigue as no compact can. Front engine/rear transmission gives the stability and all-weather traction of 50-50 balance. Wide-Track design, 112-inch wheelbase and coil springs at all four wheels cushion the rough routes. Visibility is greater; there's no hemmed-in feeling.

Tempest economy starts with its slanted 4-cylinder power plant that outperforms the sixes on less gas. Every 100 miles, Tempest's big 15" wheels turn thousands of times less than 13" compact wheels. Long tire life. Many engine parts are interchangeable with Pontiac's Trophy V-8. Less repair costs and down-time. Tempest is built side by side with Pontiac. You can be sure its quality will pay off at trade-in time. First cost is less than most commonly used sixes.

See your Pontiac dealer for more details about the economy fleet car that makes real sense. Or write Fleet Sales Dept., Pontiac Motor Division, Pontiac 11, Mich.

**TEMPEST** THE ECONOMY FLEET CAR  
WITH PONTIAC PRESTIGE



## Why Babbitt Is Proud to Sell for Private Labeling

(continued from page 37)

select what they wish. It's now smart to be thrifty. The ability to buy cheaply has become a status symbol in our society.

**Q. So private brands are here to stay. Why aren't other national advertisers going after them?**

**A.** After all, Procter & Gamble has 40% of the cleanser market. P&G sees absolutely no reason why it cannot bring out new national brands that

will compete with its own established brands. It has tremendous advertising resources to do so. For example, P&G can afford sums equal to our entire sales volume, about \$20 million, to advertise a single product. But, for us, private labels offer a way to strengthen our competitive position.

**Q. Is it a profitable way to compete?**

**A.** All in all, we make a fair, reasonable profit on private labels. One of the obvious big advantages is that this private-label business enables us to use our production facilities more efficiently and more completely. It contributes significantly to keeping our plants going at 100% capacity three shifts a day.

**Q. But isn't dealing in private brands contrary to everything you do and stand for as a national brand advertiser?**

**A.** Of course not. We support the Brand Names Foundation because it helps the consumer to get sound products, sound values. So do the other large national companies. However, we see no difference in providing for the market whatever products consumers demand — regardless of

whether these products bear national or private labels.

**Q. Is this how you justify your private-brand business?**

**A.** The manufacturer has two responsibilities: to serve the consumer and to serve the consumer profitably. We don't want to be like Detroit, which refused to recognize the compact car when consumers demanded it. We think there is a place for private labels. We know that consumers want them; we know that retailers want them. We think there is a place for both private and national brands. We think we are fully justified in supplying private labels. We think private labels will be better products as long as we continue to research, advertise and promote our national brands as vigorously as ever.


**Q. Does this mean that you won't cut back on advertising and promoting your national brands?**

**A.** There will be no cutbacks as a result of our private-brand business. In fact, our contract packing business is putting us in better financial position so that we'll be able to spend more on advertising our national

# PRODUCT

# FACTS

(at the fingertips)



A Perrygraf Slide-Chart is a tested, powerful tool for more efficient and profitable selling. These simple devices put essential facts about your product at the fingertips. Just turn a disc or pull a slide to tell a sales story, select the proper size and style, show how equipment operates, or solve an engineering problem. If you have a complicated or demonstrative sales story to tell, you need a Perrygraf Slide-Chart.

FREE — 36 page, full color booklet showing how Perrygraf Slide-Charts can work for you. 122 case histories. Write for free copy. ▶

**PERRYGRAF**  
slide-charts

product facts at the fingertips

150-C S. Barrington Ave., L. A. 49, Calif.  
1500-C Madison St., Maywood, Ill.



**EVERY HOUR**  
NEW YORK TO  
**BOSTON**

**AT 15 MINUTES**  
AFTER EVERY HOUR

Between 6:15 AM and 12:15 PM  
from LA GUARDIA  
(except 11:15 PM)

---

**EVERY HOUR**  
NEW YORK TO  
**WASHINGTON**

**AT 25 MINUTES**  
AFTER EVERY HOUR

Between 7:25 AM and 11:25 PM  
from LA GUARDIA  
(except 10:25 PM)

Use your Diners' Club or  
Carte Blanche card

**NORTHEAST**  
AIRLINES



**Copywriting Studio**  
**Confidential Work**  
Add 26 copy experts  
to your staff—but not  
to your payroll—get a  
top creative team for a  
pre-agreed per-job fee.  
Persuasive Communication  
any kind — any medium



## WHICH SALESMAN HAD THE TONIC?

That's an easy one. There's one business tonic that never fails. It is a spirited contest . . . with merchandise prizes. Without such a tonic, now and then, salesmen naturally slow down. And so do sales. Our promotional programs have stirred up an uncommon amount of interest. Sales Managers keep telling us: "Your programs have zest and originality" . . . "your materials are great" . . . "the merchandise is exciting and well selected" . . . "what I like best is your Allowance Plan; my sales materials now cost us nothing . . . we appreciate your lower prices on the merchandise in your Prize Books"

May we tell you more?

*John Plain*

PREMIUM & INCENTIVE DIVISION  
G. Rechlin, Manager

444 W. WASHINGTON ST., CHICAGO 6 (Phone Financial 6-5400)

# LOOKING FOR SALES MANAGERIAL TALENT?

If you have a top-drawer sales executive job to offer, and wish to concentrate on top-drawer prospects, use display space in Sales Management magazine.

Space this size would cost \$587.

For rates on space in other units, write:

Randy Brown,  
Executive Vice-President  
Sales Management  
630 Third Ave.,  
New York 17, N. Y.

brands and developing new products for the market.

**Q. But does your private-brand business help or hinder your efforts to sell your national brands to retailers?**

**A.** It often helps us get distribution for some of our advertised brands.

**Q. How?**

**A.** Once we are supplying a large retailer with a private-label product, our salesman gets to know the buyer better — to understand his distribution problems better and learn how we can meet them more realistically. With such an open door, our man has established a rapport with the buyer, giving us a better chance of getting distribution for a new advertised product or one new to the retailer.

**Q. Then your salesmen don't object to your private-label business?**

**A.** Hell no. They love it. When Paul Golub makes a contract packing sale to a large retailer, our salesmen are delighted. For one thing, that private-label volume goes into the quota of the man handling that account. For another, it makes it easier for him to talk to the buyer about our advertised brands.

**Q. Do your salesmen help sell private labels?**

**A.** They often do. They can tell us if a big retailer is in the market for his own brand. They often make a date for Paul Golub to tell a buyer what we have to offer. Sometimes they have even made private-brand sales completely on their own. Our salesmen show the way to almost all of our private-label accounts.

**Q. Have you lost any private-brand accounts?**

**A.** Only one, and strictly on a price proposition. If a straight contract packer makes up his mind to underbid us on price, often on lesser quality, then we may have to let him have the business. That was what happened in that case. Incidentally, that account has asked us to submit bids again on a high-quality product.

**Q. Is price cutting a great risk in packing private brands?**

**A.** Price cutting is one of the risks in all selling. The risks of contract packing are not greater — they may even be far smaller — than in selling national brands. The great challenge for us at Babbitt is to supply top-quality products for both private and national brands to meet the continuing demands of American consumers. ♦ JCP





## New, High Capacity Vans Move High Value Items with Softer Air-Cushioned Ride

Greater Accessibility for forklift handling at both side and rear ... flexible double-decking advantages as shown in top photo.



**America's  
Most Recommended  
Mover**

● You can count on trouble-free moving for any high value equipment you make. Use of these specially designed vans offers maximum utility and protection no other carrier can give.

Higher, wider doorways at side and rear make it easy to forklift bulky loads safely into the van. Tie-down rings in the floor, as well as in walls, make the securing of valuable articles a quick and easy operation. New-type tandem axles with air suspension soak up road shocks and cushion the ride.

You also gain obvious advantages in time and costs saved by not having to pack or crate expensive equipment and exhibits. Careful Mayflower handling and padding provide the guarantee of safety you require. Scheduling and delivery is supervised by experienced moving men . . . backed by the reliable, world-wide organization of Mayflower, largest owner of moving equipment.

You won't know what satisfaction means until you first use Mayflower!

**AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS, INDIANA**